

# ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF FEMALE EMPLOYEES

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<https://doi.org/10.37715/rmbe.v3i2.4640>

**Abstrak** - The purpose of this study is to examine how female employees' organizational citizenship behavior (OCB) is impacted by organizational commitment (affective, normative, and continuance commitment). With a sample of 108 female respondents, this study was carried out at the Tabanan Regency Village Credit Institution (LPD). Purposive sampling was used in order to determine the sample. Structural Equation Modeling (SEM) - Partial Least Square (PLS) with WARP-PLS.6 software was used to analyze the data. The findings demonstrated that OCB is positively and significantly impacted by organizational commitment, which is made up of emotional, normative, and continuity commitments. According to the study's findings, normative commitment significantly affects OCB. The significance of OCB in the conventional framework is addressed in order to understand the theoretical and practical ramifications of these linkages.

**Keywords:** Organizational Commitment, OCB

## 1. INTRODUCTION

Positive employee conduct that goes beyond jobs, responsibilities, and job descriptions is reflected in Organizational Citizenship Behavior (OCB) traits. Workers with high OCB don't anticipate benefits from the company, but show voluntary and spontaneous behavior (Nurjanah, et al., 2020). This voluntary behavior is manifested by working and contributing beyond the formal demands in the organization to effectively support organizational functions. Employees who show OCB behavior will support colleagues, this kind of behavior is highly expected by the organization (Lavanya and Sree, 2021). OCB is one of the constructs that needs organizational attention, because employees are willing to perform tasks beyond job requirements and become good servants for the effectiveness of organizational performance (Novira and Martono, 2015; Markoczy and Xin, 2004; Das, 2020).

The problem of OCB in female employees is also found in several studies, namely Gao (2019) and Alanazi (2020) found that female employees have lower OCB than men, but other studies from Joshi et al. (2021) and Casu et al. (2021) stated that female employees have higher OCB than male employees. Hartono and Etikarina's research (2021) found that organizational commitment can have a significant impact on OCB. Individuals can have higher organizational commitment and engage in more extra at work place (Haar and Brougham, 2020). Research by Susita et al. (2020), states that organizational commitment positively and significantly on OCB. According to Meyer and Allen (1991); Suryanatha et al. (2016), there are three types of organizational commitment: normative, affective, and continuation. The three elements of organizational commitment on organizational citizenship behavior (OCB) are the focus of this study.

## 2. Literature Review

### 2.1 Previous Research

Organizational commitment plays an important role in generating OCB to produce organizational effectiveness (Farzaneh et al., 2014; Ortiz et al., 2015). Research by Arumi et al. (2019) found that organizational commitment has a significant impact on OCB. this means that employees who feel emotionally attached to their

workplace tend to have extra behavior at work. This result is also supported by the research of Khan et al. (2021), Setyawan and Sriathi (2021) that employees who have strong organizational commitment can significantly affect the extra role of always supporting the organization so as to increase OCB. Fuad and Utari's research (2020) found that organizational commitment has a positive and significant effect on OCB. Employees who have a high commitment to the organization tend to find it easier to do things that are not a role in their work, Susita et al. (2020) found that organizational commitment can increase OCB. These results are also supported by Saputra and Supartha's (2019) research which found that organizational commitment can have an impact on enhancing extra-role behavior, namely OCB.

## **2.2 Teoritical Review**

### **2.2.1 Social Exchange Theory**

Social exchange theory in social structures was first developed by Blau (1964) which states that individuals will provide effort in exchange for rewards that will be obtained in the future. Individuals who perceive positive and challenging workplace conditions will reply with positive work efforts and efforts, if individuals perceive negative and troublesome workplace conditions, they will be rewarded with negative work efforts and attitudes. Social exchange theory describes the various transactions that occur throughout an individual's social life that are characterized by strong emotional connections. Cropanzano and Mitchell (2005), mentioned that one of the most well-known conceptual models for comprehending behavior in the workplace is social exchange theory. People can influence more productive work habits, such improved performance and lending more assistance to coworkers, by building strong, supportive relationships with companies or leaders (Cheung, 2013).

### **2.2.3 Organizational Commitment**

According to Suparyadi (2015), organizational commitment is a mindset that demonstrates that a person's participation is more than simply a formality. It includes a willingness to put in the best effort possible for the organization's sake and a fondness for it. According to research by Suryanatha et al. (2016), organizational dedication significantly and favorably affects OCB. Helmy and Pratama's research (2021) states that organizational commitment can increase OCB. In addition, research from Arumi et al. (2019) states that organizational commitment can have a positive impact on increasing OCB.

### **2.2.3 Organizational Citizenship behavior (OCB)**

According to Podsakoff et al. (2000), an extra role is one that involves voluntary acts of creativity and innovation to improve individual tasks or organizational performance, finishing other people's work, willingly taking on more responsibility, and motivating others in the organization to do the same. When workers are not being watched over, OCB is frequently seen (Lazauskaite et al., 2015; Ozdur and Tanova, 2016). High-OCB workers exhibit professional conduct outside of their designated responsibilities and willingly lend assistance to the company (Memon et al., 2017).

### 3. CONCEPTUAL FRAMEWORK AND HYPOTHESES

#### 3.1 Conceptual Framework

Based on background and a number of previous research explained, this research proposes conceptual framework models on Figure 1, as follows.

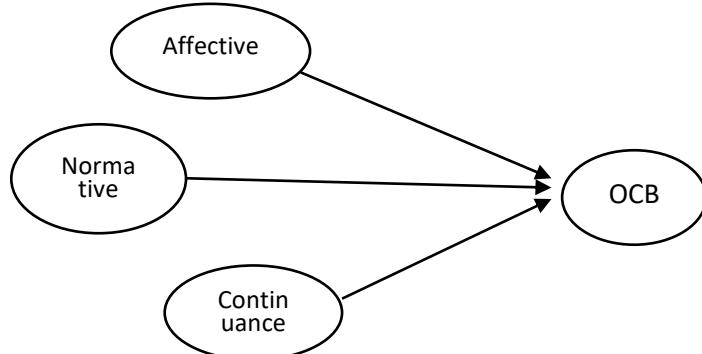


Figure 1. Conceptual framework

#### 3.2 Hypotheses

- H1. Affective commitment affects organizational citizenship behavior  
 H2. Normative commitment affects organizational citizenship behavior  
 H3. Continuance commitment affect organizational citizenship behavior

### 4. Research Methods

#### 4.1 Research design

The research location is the Village Credit Institution (LPD) in Tabanan Regency Bali. The research population is female employees by distributing 200 samples to LPDs who have agreed to receive and fill out questionnaires. After 2 weeks the total questionnaire was filled in as many as 108 respondents. The data collection instrument is a questionnaire using a Likert scale containing statements according to the research variables. Respondents were asked to answer based on their perceptions according to what was available (1-5), namely agreement and disagreement with the statements on the questionnaire. Furthermore, after the data is declared valid, it is analyzed using SEM - PLS analysis assisted by WarpPLS.6 software.

#### 4.2 Variables Operational Definition

**Tabel 1**  
**Variables, definition, and Indicators**

| Variables                               | Operational definition   | Indicators  | Sources  |
|---|--|---|--|
| Organisational commitment (X)           | Employees that exhibit organizational commitment exhibit a loyalty to the company, can express attention to the organization to realize the continued success and welfare of the organization. | Affective commitment (X1)<br>Continuance commitment (X2)<br>Normative commitment (X3) | Meyer dan Allen (1991); Suryanatha et al. (2016) |
| Organizational citizenship behavior (Y) | voluntary behavior performed by employees outside the main job description and not directly related to the reward system, however can support the achievement of the objectives                | Altruism<br>Conscientiousness<br>Sportmanship<br>Civic virtue<br>Courtesy             | Suryanatha et al. (2016),                        |

Source: Research articles (2023)

#### 4.3 Data Analysis Methods

The data analysis technique used in this study is Structural Equation Modeling (SEM) - PLS or variance-based structural equation models or component-based SEM called Partial Least Square (PLS). SEM PLS analysis in the study was carried out with the WarpPLS6, software application. The PLS data analysis step begins with designing a structural model (inner model) of research based on theory and research results related to research variables. In PLS, structural models of relationships between latent variables are called inner models, while measurement models (both reflexive or formative) are called outer models.

### 5. Result

#### 5.1 Profile of Respondents

All responden in this research are female, with dominate of education are Senior High School are 74,8 %. For the ages of woman employee majority between > 45 years 41,2 % and ages between 36 – 45 years are 37,7 %. Work experience (tenure), majority of employee as a samples are > 9 years is around 66,4 %.

#### 5.2 Description of Research Variables

Affective commitment, which means individual employee commitment in knowing, having emotional ties, and involvement with members in the organization, has an average score of 3.65 (high). Normative commitment is an individual's assessment of the costs and responsibilities associated with leaving the organization with an average score of 3.63 (high). While continuance commitment as an individual commitment is bound to be part of the organization psychologically based on feelings of loyalty, affection, warmth, ownership, pride, pleasure, and happiness has an average of 3.73 (high). Meanwhile, OCB, which is voluntary behavior performed by employees outside the main job description set by the LPD, is not directly related to the LPD reward system and can support the achievement of organizational goals, has an average value of 3.63 (high). Overall, employees' organizational commitment and OCB is high.

#### 5.3 Outer Model Measurement Evaluation

Before interpreting, the results of the WarpPLS analysis must meets several criteria including outer model evaluation and inner model evaluation.

Tabel 2  
Outer Model Evaluation

| Variables/ Indicators                   | Loading Factors | Cronbach's Alpha | Composite reliability | VIFs  | AVE   |
|---|-----------------|------------------|-----------------------|-------|-------|
| Affective Com (X1)                      |                 | 0,594            | 0,747                 | 1,768 | 0,505 |
| X1.1 <- X1                              | 0,508           |                  |                       |       |       |
| X1.2 <- X1                              | 0,807           |                  |                       |       |       |
| X1.3 <- X1                              | 0,778           |                  |                       |       |       |
| Normative Com (x2)                      |                 | 0,629            | 0,872                 | 2,566 | 0,576 |
| X2.1 <- X2                              | 0,697           |                  |                       |       |       |
| X2.2 <- X2                              | 0,827           |                  |                       |       |       |
| X2.3 <- X2                              | 0,673           |                  |                       |       |       |
| Continuance Com (X3)                    |                 | 0,548            | 0,742                 | 1,848 | 0,553 |
| X3.1 <- X3                              | 0,697           |                  |                       |       |       |
| X3.2 <- X3                              | 0,720           |                  |                       |       |       |
| X3.3 <- X3                              | 0,871           |                  |                       |       |       |
| Organizational Citizenship Behavior (Y) |                 | 0,749            | 0,887                 | 2,252 | 0,540 |
| Y.1 <- Y                                | 0,711           |                  |                       |       |       |
| Y.2 <- Y                                | 0,878           |                  |                       |       |       |
| Y.3 <- Y                                | 0,760           |                  |                       |       |       |
| Y.4 <- Y                                | 0,829           |                  |                       |       |       |

Source: Researcher's Processed Data (2023)

Table 2, displayed that all construct and indicators meet with the outer models' measurement. Convergent validity was measured by loading factors ( $> 0.50$ ). Discriminant validity measured using average variance extracted (AVE), should be higher than 0,50 (AVE  $> 0,50$ ). Furthermore, composite reliability assessing by Cronbach's Alpha ( $> 0,6$ ) and coefficient composite reliability ( $>0,70$ ). Table 2, also displayed that the models is multicollinearity free based on variance inflated factors (VIFs  $< 5$ ).

### 5.5 Inner Model Measurement Evaluation

Inner model evaluation or Goodness of fit model (GoF), analyze by  $Q^2$  (predictive relevance) using formula  $Q^2 = 1 - (1-R^2) = 1 - 0,34 = 0,66$ . These means that the GoF values is good (values  $> 0$ ). The result can information that around 66 % variation on organizational citizenship behavior (endogen variable) can be explain by variables used in the models (affective, normative, and continuance commitment). So that the balance around 34% Organizational Citizenship Behavior explain by variables out of the models. Furthermore, the full model of SEM-PLS using WarpPLS, displayed on Figure 2 and Table 3, as follow.

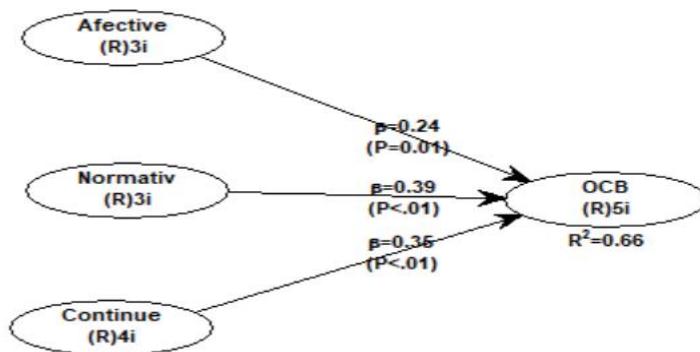


Figure 2. Full model of WarpPLS

Table 3  
Hypotheses (H) Testing

| H | Variables relationship        | Path coefficient | p-values | Remarks  |
|---|-------------------------------|------------------|----------|----------|
| 1 | Commitment affective -> OCB   | 0, 244           | 0,011    | accepted |
| 2 | Commitment Normative -> OCB   | 0, 391           | <0,001   | accepted |
| 3 | Commitment Continuance -> OCB | 0,351            | <0,001   | accepted |

Source: Researcher's Processed Data (2023)

All of the hypotheses were proposed are an accepted, (Table 3). Higher affective commitment, normative commitment, and continuance commitment, higher organizational citizenship behavior. The finding, also showed that normative commitment is a dominant variable influenced of OCB.

### 5.6 Discussion

#### 5.6.1 The Effect of Affective commitment on organizational citizenship behavior

The results demonstrate the positive and significant impact of affective commitment on organizational citizenship behavior (OCB). It follows that there will be higher organizational citizenship conduct the more affective commitment there is. This finding enriches the social exchange theory that employees who are highly committed to the organization are more likely to exhibit helping behavior in the workplace. The result of the research confirm research by (Rifai, 2005; Lee et al., 2018; Chernyak-Hai et al., 2023), mentioned that employee high affective commitment, tend to enhance the extra role behavior, namely OCB.

#### 5.6.2 The Effect of normative commitment on organizational citizenship behavior

The result of hypotheses test shows that normative commitment is positive and significant effect on organizational citizenship behavior. This finding gives information that higher normative commitment higher organizational citizenship behavior. The finding inline with research conducted by (Kaur et al., 2023; Oamen, 2023; Ibrahim & Aslinda, 2013), stated that normative commitment can influence the behavior at the workplace, specifically on extra role behaviors.

### 5.6.1 The Effect of continuance commitment on organizational citizenship behavior

The result of analysis using WarpPLS found that continuance commitment has positive and significance effect on organizational citizenship behavior. This result can explain that higher continuance commitment, higher organizational citizenship behavior (OCB). The finding inline with previos research conducted by (Jehanzeb & Mohanty, 2019; Oamen, 2023; Astuti & Amir, 2023), stated that organizational commitment is the essential factor on enhance organizational citizenship behavior.

## 6. Conclusion and Suggestion

### 6.1 Conclusion

Employees who have high organizational commitment are able to provide various benefits, especially in increasing positive behavior in the workplace. This study proves that organizational commitment includes affective commitment, normative commitment, and continuance commitment has a positive and significant effect on organizational citizenship behavior. This indicates that the higher the employee's commitment to the organization, the stronger the employee performs extra behavior at work to help other employees. This research also proves that employee commitment to the organization is very important in all organizations, both modern and traditional.

### 6.2 Suggesstion

Organizations must be able to create a work atmosphere so that the work environment provides their guarantee to foster commitment to the organization. Overall, employees perceive that their commitment to the organization and organizational citizenship behavior is high. However, organizations should still be able to make the work environment more conducive by increasing normative commitment through providing help and pay attention to employees when experiencing difficulties because it is a dominant factor in shaping OCB.

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