



## The Role of Organizational Commitment in Improving Organizational Citizenship Behavior

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### Abstract

This study aims to examine the effect of work life balance, personality and organizational commitment on organizational citizenship behavior. The sample used in this study was 165 respondents. The sampling technique uses incidental sampling. Data analysis methods use descriptive analysis, regression analysis, and path analysis using IBM SPSS. The results showed that work life balance was not significantly positive effect, while personality and organizational commitment had a positive and significant effect on organizational citizenship behavior and organizational commitment was able to mediate the relationship between work life balance and personality on organizational citizenship behavior. The suggestion from this research is that the company should be able to develop more policies that encourage employees to be eager to contribute. For further research that is examining the same aspects to use respondents who have a position in a relatively high job, such as supervisors and managers. To be compared between employees who have positions and not have positions.

## INTRODUCTION

Human resources in the current era of globalization is the most important asset in the organization, because it is a source that controls the organization and maintains and develops the organization in facing various demands that exist today. The need to obtain quality human resources is a very difficult thing, given the very large role in an organization. Therefore human resources must be considered, maintained and developed. Human resources need to be developed continuously in order to obtain quality human resources in the true sense that the work carried out will produce the desired results (Asmony & Nurmawati, 2017).

Human resources is one of the main capital in an organization, which can make an invaluable contribution in the strategy of achieving organizational goals. One example of the importance of the contribution of human re-

sources in a company or organization can be seen from the production process. Where when the company has a strong financial standing, raw materials are met and the latest technology but the absence of good human resources, the production process cannot be carried out smoothly (Syamsuddinor, 2014). Individual performance can be influenced by internal and external factors (Martono et al., 2018). In developing the organization's human resources, one of the efforts that must be done is to develop extra role behavior (organizational citizenship behavior / OCB), which is discretionary behavior that is not a formal requirement of an employee's position (Robbins, 2003).

Organizational citizenship behavior influences organizational effectiveness for several reasons. First, OCB can increase co-worker productivity. Second, OCB can help improve managerial productivity. Third, OCB can help make efficient use of organizational resources

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for productive purposes. Fourth, OCB can reduce the level of need for organizational resource needs in general for employee maintenance purposes. Fifth, OCB can be used as an effective basis for activities between team members and between work groups. Sixth, OCB can improve an organization's ability to obtain and maintain reliable HR by giving the impression that the organization is an attractive place to work. Seventh, OCB can improve organizational performance stability. And finally, OCB can improve an organization's ability to adapt to changes in its environment (Podsakoff et al., 2000). This includes not only roles but also extra roles that can benefit an organization called Organizational Citizenship Behavior (Novira & Martono, 2015).

The research of object is CV. Laksana Ungaran Bodybuilding which is a company engaged in the assembly of buses one of the largest in Indonesia where one of its main objectives is to provide the best service for customers or consumers anywhere and anytime. In the development of an increasingly advanced company quality, of course there are many problems that occur in corporate life, one of which concerns the level of organizational citizenship behavior that is classified as lacking. This is based on tasks that accumulate and beyond the ability of individuals / employees to make employees more focused on the interests of their own work, thereby reducing the attitude of mutual assistance between individuals because employees feel the level of busyness towards their own work is high. High workload makes it difficult for employees to concentrate on one thing at a particular time, while on the one hand there are other tasks at the same time (Wulansari et al., 2015).

Durahman and Ahman (2016) in his research the results showed that work life balance affects OCB but not significantly, as well as research by Asmony, Nurmayanti, and Makhiah, (2018) which shows the effect of work life balance which affects but is not significant on OCB. The effort to find work life balance is important for employees to have and is expected to have a positive impact on employees which will certainly benefit the company (Romahdona, 2015). One of the most important determinants of achieving work-life balance is support at work, from the boss or supervisor. Superiors 'support is related to superiors' support for the work of their subordinates (Sudarma & Murniasih, 2016). Therefore requires a closer variable, i.e. Pradhan and Jena (2016) stated that orga-

nizational commitment is studied as a variable that mediates the relationship between work life balance with OCB and from that study organizational commitment can mediate the effect of work life balance on OCB.

The research gap also looks at the Personality relationship at OCB. In research conducted by (Singh & Singh, 2009; Golafshani & Rahro, 2013) that personality is still too far away to fully influence OCB. Therefore requires a closer variable, Purba et al. (2015) examine how affective commitment that is part of organizational commitment can be a mediating role in the influence of personality on OCB. Ariani (2014) in his research, organizational commitment is felt to be able to mediate the relationship between personality and OCB. Therefore, in this study, organizational commitment considered as a mediator in the relationship between work life balance, personality, and OCB.

Research that underlies this relationship is the existence of research conducted by Pradhan and Jena (2016) who have examined the effect of organizational commitment as a variable mediating the relationship between the influence of work life balance on OCB, and research conducted by Purba et al. (2015) that organizational commitment mediates the relationship between personality and OCB.

The OCB form is an extra role in the sense that it engages in task related behavior at a level that is far beyond the minimum required or generally expected level of voluntary feeling. These behaviors include voluntary actions of creativity and innovation designed to improve one's tasks or organizational performance, endure extra enthusiasm and efforts to complete one's work, volunteer to take on extra responsibilities, and encourage others in the organization to do so (Podsakoff et al., 2000).

OCB is an attitude that is more than organization for its employees to have. This is because OCB is considered to benefit an organization that cannot be grown on the basis of a formal role or by contract or recompensation (Fitriastuti, 2013). OCB is a system of cooperation and the willingness of people to contribute and work for the system of cooperation and absolute requirements in the organization (Hidayah & Harnoto, 2018).

Organ and Lingl (1995) argues that OCB has five dimensions used as indicators in this study, namely: altruism (behavior helps others), conscientiousness (self-awareness), civic virtue (high moral quality towards the organization), courtescy (good and polite towards others),

sportsmanship.

Organizational commitment is a behavior that shows the loyalty of an individual and is an ongoing process of expressing concern for the good of the organization (Luthans, 2006). Organizational commitment is the level of trust and acceptance of the workforce towards organizational goals and the level of importance in the organization. Work-related commitments in various forms such as career, professional, organizational, and so on (Rejeki & Wulan-sari, 2015). Commitment is a strong desire to remain as a member of a particular organization, a desire to fight according to the wishes of the organization and belief in acceptance of the values and goals of the organization (Chalimah & Sakhowi, 2014).

There are three indicators of Organizational Commitment (Meyer & Allen, 1991) among others, as follows: Affective Commitment, Continuance Commitment. Normative Commitment.

Work-life balance is defined as a feeling of being bound and satisfied in the role that employees have for work and personal life and the ability to balance demands in both roles (Greenhaus et al., 2003) involvement balance equal involvement in work and family. Fisher et al. (2009) most recent research has focused on the interface between work and family. There is a need for an inclusive, validated measure of work/nonwork interference and enhancement that is appropriate for all workers regardless of their marital or family life status. The authors report here on 3 studies in which they develop a theoretically grounded and empirically validated multidimensional, bidirectional measure of work/nonwork interference and enhancement. All scale items refer to work/nonwork, whereas previous measures have mixed work/family and work/nonwork items or emphasize family roles in the nonwork domain. Quantitative analysis of the scale items yielded 17 items to measure work interference with personal life, personal life interference with work, work enhancement of personal life, and personal life enhancement of work. Confirmatory factor analyses and structural equation modeling results provide evidence for convergent, discriminant, and criterion-related validity for the scale from 2 large samples of workers (N = 540, N = 384) stated that there are four dimensions to measure work life balance including WIPL (Work Interference with Personal Life), PLIW (Personal Life Interference with Work), PLEW (Personal Life Enhancement of Work) and

WEPL (Work Enhancement of Personal Life).

Personality are typical patterns of behavior, manners, thoughts, motives, and emotions, which give character to individuals all the time and to a variety of different citations. In other words, personality includes clear, fairly stable patterns of behavior, thoughts, motivations and emotions that mark an individual (Wade & Tavis, 2007). Everyone has a different personality with others (Saputra, 2012)

There is a big five model which becomes an assessment of personality according to (Robbins & Judge, 2015), which underlies all others and covers almost all significant variations in human personality, including the following: Extraversion, agreeableness, conscientiousness, emotional stability, emotional stability, openness to experience.

### **Hypothesis Development** **Effect of Work Life Balance on Organizational Citizenship Behavior**

According to Poohongthong, Surat and Sutipan (2014) explained that WLB is the ability of individuals to manage and determine their daily lives to get a ratio of time to work, time with family, time for friends and the right time for yourself. According Poohongthong et al. (2014) employees who have WLB will feel safe and satisfied including OCB.

Based on research conducted by Poohongthong et al. (2014) prove that WLB is positively and significantly correlated to OCB teachers in Northern Thailand. Likewise research conducted by Pradhan et al. (2016) proves that WLB is positively and significantly correlated to OCB in manufacturing company employees in India. This means that when employees have reached a balance in work life with personal life, employees will be light in doing OCB.

H1: Work life balance has a positive and significant effect on OCB.

### **Effect of Personality on Organizational Citizenship Behavior**

Personality is a framework that is used as a personalogical basis of OCB. Personality is something inherent in employees and is more difficult to change so that it has a more stable and enduring influence on OCB (Kumar & Rani, 2009) Personality is also expected to be a better predictor of employee performance in situations where management's expectations that employees display the performance are not clearly defined, as in OCB behaviors (Eflina et

al., 2004).

Research conducted by Eflina et al., (2004) shows that the overall personality dimension influences positively and significantly on OCB dimensions in an industry employee. Likewise research conducted by Singh and Singh (2009), indicators of personality conscientiousness and extraversion have a significant positive effect on five OCB indicators.

H2: Personality has a positive and significant effect on OCB.

### Effect of Organizational Commitment on Organizational Citizenship Behavior

Organizational commitment is proven to have an influence on OCB. Organizational commitment will greatly influence the formation of OCB in the work environment. Asmony et al., (2018) argues that the increase in OCB is influenced by internal factors originating from within the employee itself, namely organizational commitment.

Based on research conducted by Asmony et al. (2018) Organizational commitment has a positive and significant influence on OCB. The same thing was expressed in research conducted by Danendra (2016) prove that organizational commitment has a positive and significant impact on OCB. Ardi and Sudarma, (2015) in his research mentioned that there is a positive and significant influence on organizational commitment to OCB. Udiyana, Wignjohartoyo, and Sulasmi (2015) also mentioned that commitment plays an important role for employee OCB behavior significantly. This positive and significant influence means that if employees have a commitment and a sense of family in the company will increase OCB.

H3: Organizational commitment has a positive and significant effect on OCB.

### Organizational Commitment Mediates Work Life Balance in Organizational Citizenship Behavior

Organizational commitment is used as an intervening variable in the relationship of work life balance and organizational citizenship behavior (OCB), in research conducted by Asmony et al. (2018) Organizational commitment can mediate the effect of work life balance on organizational citizenship behavior (OCB). Work life balance is one indicator of organizational commitment which means that an employee if he has a balance between work life and personal life will be more committed to working in the

organization (Asmony et al., 2018).

As such, the need for intervention variables organizational commitment to work life balance to influence OCB. Teachers with high organizational commitment will tend to have a sense of loyalty, obedience to the organization. With a high employee commitment, this will encourage him to show OCB behavior which in turn can help improve the effectiveness and efficiency of organizational functions (Asmony et al., 2018).

H4: Work life balance has a positive and significant effect on OCB through organizational commitment as an intervening variable.

### Organizational Commitment Mediates Personality in Organizational Citizenship Behavior

In addition there is a relationship between organizational commitment to OCB and personality at OCB, in the results of research conducted by Ariani (2014) stated that organizational commitment can mediate the relationship between personality and OCB. Likewise research conducted by Purba et al. (2015) shows that organizational commitment can mediate the relationship between personality and OCB.

In return for support or good treatment from the organization, employees may show commitment, which in turn encourages employees to engage in citizenship behavior because they feel obliged to engage in such behavior.

H5: Personality has a positive and significant effect on OCB through organizational commitment as an intervening variable.

### Theoretical Framework

Based on the explanation above, the theoretical framework proposed in the study are as follows:

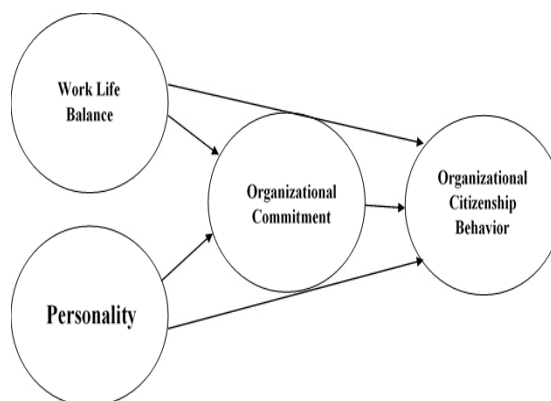


Figure 1. Research Model

## METHODS

The population used in this study is the CV. Like Ungaran's Body. The number of samples used in this study was 165 people using incidental samples. This study uses four variables namely work life balance, Personality, organizational commitment, organizational citizenship behavior.

Data collection methods can be done with interviews (interviews), questionnaires (questionnaire), and observation (observation). The instrument testing is done by using validity and reliability testing. The analytical method in this study uses path analysis with the SPSS program.

## RESULTS AND DISCUSSIONS

### Validity Test

The validity test results are used to measure the validity or validity of a questionnaire. Validity test measurement can be done by comparing the Sig. count with Sig. Alpha table 5%. The validity of the indicator can be seen from the output of the correlation value Sig. count (2 Tailed) Pearson Correlation on each row in the total construct of each statement item. If the Sig. count < Sig. table 0.05 then the statement items are considered valid (Ghozali, 2013).

The results of the validity test were conducted on 33 items of this research questions, where the work life balance variable consisted of 8 question items, personality consisted of 9 question items, organizational commitment consisted of 6 question items and organizational citizenship behavior consisted of 10 question items. The results of the validity test on the variable work life balance, Personality, organizational commitment, organizational citizenship behavior in a number of 33 items were declared valid with a significance level of less than 0.05.

### Reliability Test

Reliability testing is done to assess the consistency of the answers of respondents. A variable is said to be reliable if it gives a Cronbach Alpha value > 0.70 (Ghozali, 2011)

Based on the reliability test, it can show that all the variables in this study are reliable, proven by the Cronbach Alpha value given by each variable > 0.70. Thus it can be interpreted that a person's answer to a statement is consistent from time to time.

**Table 1.** Reliability Test Results

Variable	Cronbach Alpha	Requirement	Criteria
Work Life Balance	0.701	0.70	Reliable
Personality	0.761	0.70	Reliable
Organizational Citizenship Behavior	0.771	0.70	Reliable
Organizational Commitment	0.771	0.70	Reliable

### Descriptive Analysis of Respondents

Based on the results of the descriptive analysis of respondents it can be seen that the respondents in this study were 165 employees, respondents in this study 160 were male and 5 were female. Respondents are dominated by vocational graduates or equivalent. The average age of respondents ranged from 29-32 years. The average respondent has worked for 6-9 years

### Descriptive Analysis of Respondents' Answers

This analysis was conducted to determine the general perception of respondents regarding the variables studied. This analysis is carried out using the three-box method.

**Table 2.** Descriptive Analysis Results

Variable	Indeks	Criteria
Work Life Balance	70.9	High
Personality	70.8	High
Organizational Citizenship Behavior	69.7	Medium
Organizational Commitment	68.8	Medium

### Hypothesis Test Results

The t test statistic is used to show how far the influence of an independent variable is in explaining a dependent variable (Ghozali, 2016). In this research, regression analysis is used to determine the correlation of independent variables, namely proactive personality, superiors' support, and intrinsic motivation on the dependent variable, namely employee creativity. Tests carried out using significance level 0.05 ( $\alpha = 5\%$ ).

**Table 3.** Hypothesis Test Results

Model	Coefficients <sup>a</sup>		t	Sig.
	Unstandardized Coefficients	Standardized Coefficients		
	Std. Error	Beta		
<b>B</b>				
(Constant)	9.337	2.578	3.621	0.000
Work Life Balance	0.024	0.064	0.026	0.712
Personality	0.333	0.056	0.425	0.000

a. Dependent Variable: OC

**Table 4.** Hypothesis Test Results

Model	Coefficients <sup>a</sup>		t	Sig.
	Unstandardized Coefficients	Standardized Coefficients		
	Std. Error	Beta		
<b>B</b>				
(Constant)	3.350	2.086	1.606	0.110
Work Life Balance	0.020	0.050	0.016	0.690
Personality	0.877	0.048	0.807	0.000
Organizational Commitment	0.158	0.061	0.114	0.011

a. Dependent Variable: OCB

Based on Table 3 and Table 4, it shows that H1 is rejected with a significance value of  $0.690 > 0.05$ . These results indicate that work life balance has a positive but not significant effect on organizational citizenship behavior. This means that it shows that the work life balance of both balanced and unbalanced employees will continue to provide more performance or organizational citizenship behavior.

The results of this study are in line with research conducted by Durahman et al., (2016) which states that work life balance does not have a significant positive effect on organizational citizenship behavior. This condition occurs because of differences in the family environment with the work environment. The situation of family life is more lax to discipline than in a factory full of regulations. Thus the work life balance does not have a significant positive effect on the level of organizational citizenship behavior of employees.

The results of the study can be seen that personality has a positive and significant effect on organizational citizenship behavior. This is indicated by the significance value of  $0.000 < 0.05$ . These results indicate that personality has a positive and significant effect on organizational

citizenship behavior. So it can be concluded that H2 which states that personality has a positive and significant effect on OCB is accepted.

The direction of a positive relationship indicates that when the personality possessed by the employee is getting better, the higher OCB will be undertaken by the CV employee. Like Ungaran's Body. Conversely, when the personality possessed by employees is lower, the OCB will also be lowered by the employees of CV. CV. The results of the study are in line with research conducted by Eflina et al., (2004) which states that personality has a positive and significant effect on organizational citizenship behavior of employees. In line with this, Singh & Singh, (2009) states that personality has a positive and significant effect on organizational citizenship behavior of employees. So it can be concluded that personality has a positive and significant effect on organizational citizenship behavior of employees.

This study also found that organizational commitment had a positive and significant effect on organizational citizenship behavior. This is evidenced by the significance value of  $0.011 < 0.05$  or H3 accepted. This means that the organizational commitment of the employee is higher, the higher the OCB will be the employee

of CV. Laksana Ungaran. Conversely, when the organizational commitment of employees is lower, the OCB will be lowered by employees CV. Laksana Ungaran.

The results of the study are in line with research conducted by Eflina et al., (2004) which states that organizational commitment has a positive and significant effect on organizational citizenship behavior of employees. In line with this, Danendra (2016) states that organizational commitment has a positive and significant effect on organizational citizenship behavior of employees. So it can be concluded that organizational commitment has a positive and significant effect on organizational citizenship behavior of employees.

### Path Analysis

Path analysis is the use of regression analysis to estimate causality relationships between variables that have been predetermined based on theory (Ghozali, 2011). In this study will examine the effect of quality of work life and organizational support on employee performance through organizational commitment. To measure the presence or absence of mediating effects, the following are the results of the calculation of direct relationships, indirect relationships, and the total indirect relationship between the quality of work life balance, personality, organizational commitment on organizational citizenship behavior first to compare path coefficients. The path coefficient is calculated by making two regression model

equations. The regression equation in this study is as follows:

Regression 1

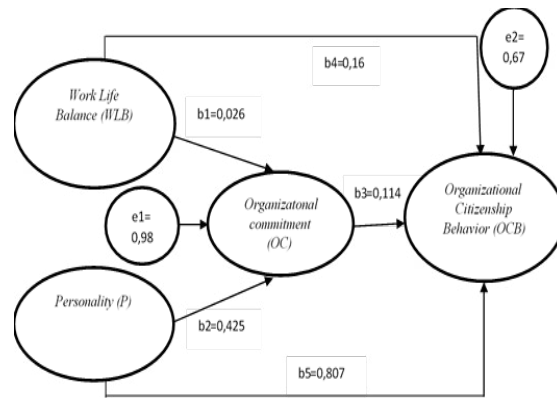
$$OC = b1WLB + b2P + e1$$

$$OC = 0,026WLB + 0,425P + e1$$

Regression 2

$$OCB = b1WLB + b2P + b3OC + e2$$

$$OCB = 0,16WLB + 0,807P + 0,114OC + e2$$



**Figure 2.** Path Analysis

Based on Figure 2 it can be seen the results of direct and indirect effects of work life balance, and personality on organizational citizenship behavior through organizational commitment.

**Table 5.** Results of Analysis of Direct and Indirect Effects of Research Variables

No	Independent Variable	Effect	Organizational Commitment	Organizational Citizenship Behavior	Total
1	Work Life Balance	Direct		0.16	<b>0.16</b>
		Indirect	0.026	0.114	0.026x 0.114
					= 0.002964
<b>Total</b>					0.16 + 0.002964
					<b>= 0.162964</b>
2	Personality	Direct		0.807	<b>0.807</b>
		Indirect	0.425	0.114	0.425x 0.114
					= 0.04845
<b>Total</b>					0.807 + 0.04845
					<b>= 0.85545</b>



Based on Table 5. it can be seen that organizational commitment mediates the work life balance relationship in organizational citizenship behavior. This can be proven from the value of the indirect effect (0.162964) > the value of the direct influence (0.16) or H4 accepted. The results of the path analysis show that the effect that work life balance has on organizational citizenship behavior will be higher if through organizational commitment. The results of this study are consistent with the results of research conducted by Pradhan et al. (2016) which states that organizational commitment is able to mediate the influence between work life balance on organizational citizenship behavior of employees. In line with this, Asmony et al. (2018) also stated that organizational commitment is able to mediate the influence between work life balance on organizational citizenship behavior of employees.

These results indicate that when employees of CV. Laksana Ungaran feels balanced between work and personal life, employees feel fulfilled the desired needs so as to increase commitment to the company. When employee commitment is high, the employee will be able to produce extra role roles or high OCB as well. In addition to being able to mediate the relationship of the influence of work life balance on organizational citizenship behavior, organizational commitment can mediate personality relationships on organizational citizenship behavior. This is evidenced by the value of indirect influence (0.85545) > value of direct influence (0.807) or H5 received.

The path analysis results show that the influence personality has on organizational citizenship behavior will be even higher if through organizational commitment. The results of this study are consistent with the results of research conducted by Ariani (2014) which states that personality has a positive and significant effect on OCB through organizational commitment as an intervening variable. In line with this, Purba et al. (2015) also states that organizational commitment mediates the relationship between personality on organizational citizenship behavior.

These results indicate that the personality or personality that employees have towards the organization can lead to employee commitment to the organization which can lead to organizational citizenship behavior on employee CV. Laksana Ungaran. This shows that employees with extraversion, friendliness, caution, emotional stability, and openness to high experience with the organization will also be able to increase employee commitment to the organization and with increased organizational commitment will make

employees show extra role behavior or organizational citizenship behavior.

## CONCLUSIONS AND RECOMMENDATIONS

The conclusion of this study is that work life balance has a positive effect but not significantly on organizational citizenship behavior. In this study it was also proven that the higher the personality of the employees, the higher organizational citizenship behavior. Employees who feel the balance of work life and good personal life and have a good personality will increase commitment to the organization, employees who have high organizational commitment to the company will be more enthusiastic and have a high dedication to their work so as to improve organizational citizenship behavior. Based on the results of research the management should the company be able to develop more policies that encourage employees eager to contribute. For example, by promoting a suggestion box or a special email that accommodates the aspirations of employees from all levels that already exist so that it can run well. In the last week of every month it is opened and ideas are found that best suit your needs. The idea giver could certainly be given an award for his contribution to the company. This can be done to stimulate the spirit of sharing among employees and at the same time build a higher commitment.

This research is still limited, such as taking respondents only on the operator part of the operator so it is necessary to generalize the results of this study by conducting research on the same aspects to use respondents who have relatively high positions in work, such as supervisors and managers. To be compared between employees who have positions and do not have positions.

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