



**THE INFLUENCE OF ORGANIZATIONAL COMMITMENT
ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)
IN EMPLOYEES AT PT. CITA INTRANS SELARAS**

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Abstract

Employees are now seen as the company's main asset and need to be nurtured to support the company's success and sustainability. PT Cita Intrans Selaras is a publishing company, and based on phenomena in the field, it can be seen that several employees fail to complete their work on time and meet company goals, so this shows that there is a lack of OCB development in the company. The purpose of this research is to determine the influence of Organizational Commitment on Organizational Citizenship Behavior in PT Cita Intrans Selaras employees. The hypothesis in this research is that organizational commitment can influence Organizational Citizenship Behavior in PT Cita Intrans Selaras employees. This research used a quantitative methodology with a total of 45 participants, PT Cita Intrans Selaras employees. The research instruments used to assess the variables in this research include the Organizational Commitment scale, modified based on Allen & Meyer's theory, and the Organizational Citizenship Behavior scale, modified based on Organ's theory. The data analysis technique used is simple regression analysis. The findings of this research show an R Square value of (0.584), which shows that Organizational Commitment has an influence of 58.4% on Organizational Citizenship Behavior, and the remaining 41.6% is influenced by other variables.

Keywords: Organizational Commitment, Organizational Citizenship Behavior, Employees

Abstrak

Karyawan kini dipandang sebagai aset utama perusahaan dan perlu dibina untuk mendukung kesuksesan dan keberlanjutan perusahaan. PT Cita Intrans Selaras merupakan perusahaan penerbitan, dan berdasarkan fenomena di lapangan terlihat beberapa karyawan gagal menyelesaikan pekerjaannya tepat waktu dan memenuhi tujuan perusahaan, sehingga hal ini menunjukkan kurangnya pengembangan OCB di perusahaan. Tujuan penelitian ini adalah untuk mengetahui pengaruh Komitmen Organisasi terhadap Organizational Citizenship Behavior pada karyawan PT Cita Intrans Selaras. Hipotesis dalam penelitian ini adalah komitmen organisasi dapat mempengaruhi Organizational Citizenship Behavior pada karyawan PT Cita Intrans Selaras. Penelitian ini menggunakan metodologi kuantitatif dengan jumlah partisipan sebanyak 45 orang karyawan PT Cita Intrans Selaras. Instrumen penelitian yang digunakan untuk menilai variabel dalam penelitian ini meliputi skala Komitmen Organisasi yang dimodifikasi berdasarkan teori Allen & Meyer dan skala Organizational Citizenship Behavior yang dimodifikasi berdasarkan teori Organ. Teknik analisis data yang digunakan adalah analisis regresi sederhana. Hasil penelitian ini menunjukkan nilai R Square sebesar (0,584) yang menunjukkan bahwa Komitmen Organisasi mempunyai pengaruh sebesar 58,4% terhadap Organizational Citizenship Behavior dan sisanya sebesar 41,6% dipengaruhi oleh variabel lain.

Kata Kunci: Komitmen Organisasi, Perilaku Kewarganegaraan Organisasi, Karyawan.



I. INTRODUCTION

Today, it is understood that the issue of resource quality in Indonesia is highly worrisome (Pramana et al., 2021). According to Katadata.com, Indonesia's Human Capital Index (HCI) according to the World Bank increased from 0.53 in the previous year to 0.54 in 2020. However, the Chairman of Bappenas also mentioned that Indonesia's human resource quality still falls short compared to Singapore, Malaysia, and Vietnam in ASEAN countries (Burgess et al., 2020). Indonesia is positioned in the 87th place out of 157 countries. As per the Human Development Index (HDI) data published on Kompas.com, Indonesia has seen a 0.82% increase in its human resource quality, reaching 71.39%. Nonetheless, it remains positioned below nearby nations like Singapore, Malaysia, and Brunei Darussalam. This issue arises due to the fact that Indonesian human resources have not fulfilled their role effectively (Atmaja et al., 2022). As mentioned earlier, it is important to consider not only the primary role but also the additional role that needs to be assigned (Evan-Zohar, 2021).

The same situation occurs on a smaller scale at PT Cita Intrans Selaras, situated on Jl. Joyosuka Metro No. 42 is located in Malang City. PT Cita Intrans Selaras is a publishing company that was founded in December 2003.

At first, PT Cita Intrans Selaras exclusively released books focused on political and legal topics. Currently, its focus has expanded to include political topics like social movements, anti-corruption efforts, philosophy, human rights, sociology, communication, and leadership in its growth. Moreover, PT Cita Intrans Selaras also caters to requests for stationery and various office supplies. The company must maintain a high level of professionalism in order to meet the numerous market demands. Multiple departments were established to collaborate among staff in order to achieve meeting objectives and market requirements.

Following interviews, the researcher determined that the OCB phenomenon stems from a reluctance to acknowledge and a lack of understanding of assisting others beyond one's duties. In reality, even with regular meetings in place, staff members are still hesitant to facilitate personal introductions among their colleagues, leading to lower levels of rapport, miscommunication, and less accurate outcomes.

Every individual within the organization should promote organizational citizenship behavior (OCB) to enhance the quality of organization members. (Organ, 2014) defines Organizational Citizenship Behavior (OCB) as a unique work habit where individuals choose to engage in



behaviors that benefit the organization, and are acknowledged, either directly or indirectly, by the formal reward system. Another interpretation as per Organ OCB is actions that contribute positively to the organization but are not part of employees' official job responsibilities. (Organ & Ryan, 1995) identified 5 aspects within Organizational Citizenship Behavior (OCB). These dimensions consist of selflessness or placing collective interests above their personal interests. Conscientiousness is also known as a sense of responsibility towards duties (Zarichanskyi et al., 2023). Moreover, it is important to cultivate sportsmanship within the organizational environment. Another aspect is politeness, which plays a part in fostering positive relationships among colleagues. Lastly, there is civic virtue, or the duty of members within an organization, that must be fulfilled in order to achieve the organization's goals.

Building Organizational Citizenship Behavior (OCB) is closely linked to employee commitment within the organization. This aligns with (Organ, 2014) theory that high levels of Organizational Citizenship Behavior (OCB) result from employees who show dedication to the company by staying actively involved and committed to achieving the company's objectives. The dedication and commitment

in focus involve employees' readiness to build and strengthen relationships among colleagues, a factor that should be highlighted more for employees, particularly those at PT Cita Intrans Selaras.

According to (Lee et al., 2001), organizational commitment is a psychological concept that represents a member's connection with their organization and influences their choice to stay with the organization. Allen & Meyer propose that there are three aspects to organizational commitment: affective commitment, normative commitment, and continuance commitment.

In line with the clarification of the phenomenon, prior studies have explored the connection between OCB factors and organizational commitment. This study is crucial for enhancing performance, efficiency, and work quality, especially at PT Cita Intrans Selaras.

II. METHOD

Research Design

The research methodology employed is quantitative correlational research, involving two variables: Organizational Commitment as the independent variable and organizational Citizenship Behavior (OCB) as the dependent variable.



Respondents

The participants of this research were 45 employees of PT Cita Intrans Selaras were included in the study's population.

Instruments

The research employs two measuring instruments on a Likert scale to assess the extent of Organizational Commitment and Organizational Citizenship Behavior. The Organizational Commitment scale was introduced by (Lee et al., 2001), There are 22 items that have a Cronbach's alpha value of 0.838. and the Organizational Citizenship Behavior scale was introduced by (Organ, 2014), Behavior includes 30 items and has a Cronbach's alpha coefficient of 0.929. The value of Cronbach's alpha shows its reliability as a research measurement tool.

Data analysis

The data analysis used in this research is simple regression analysis, which is an analytical technique that aims to determine the influence of independent variables on dependent, and also regarding the relationship between variables positive or negative. The regression analysis formula is as follows following:

$$Y = a + b.X$$

Y: Dependent Variable

X: Independent Variable

a: Konstanta (value of Y if X = 0)

b: Regression coefficient (positive or negative influence)

III. RESULTS AND DISCUSSION

Result

Level of Organizational Commitment of PT Cita Intrans Selaras Employees

The data analysis test results show that the level of Organizational Commitment at PT is known. The employees of Cita Intrans Selaras are considered to be excellent. The diagram graph proves that the employees at PT Cita Intrans Selaras have a strong Organizational Commitment.

This is further supported by the outcomes of data classification. 28 employees at PT Cita Intrans Selaras, representing 62% of the total, exhibit a high level of Organizational Commitment.

Table 1 Organizational Commitment Data Categorization

No	Category	Formula	Total Subjects	Percentage
1	High	$X > 57,9$	28	62%
2	Medium	$53,3 < X < 57,9$	17	38%
3	Low	$X < 53,3$		

Source: Output SPSS, 2023

According to the data shown in the table, it is evident that 28 participants, representing 62%, fell into the high category, while 11 individuals, making up 38%, were classified in the moderate category.



Level of Organizational Citizenship Behavior of PT Citra Intrans Selaras Employees

The data analysis test results show that the Organizational Citizenship Behavior of PT Cita Intrans Selaras employees is deemed to be good. The evidence from the diagram graph suggests that the employees of PT Cita Intrans Selaras exhibit a moderate to high level of Organizational Citizenship Behavior.

The evidence from data categorization shows that 53% of PT Cita Intrans Selaras employees exhibit high levels of Organizational Citizenship Behavior, with 24 individuals, while 47% fall into the medium category, totaling 21 people.

Table 2 OCB Data Categorization

No	Category	Formula	Total Subjects	Percentage
1	High	$X > 92,6$	24	53%
2	Medium	$59 < X < 92,6$	21	47%
3	Low	$X < 59$		

Source: Output SPSS, 2023

According to the data in the table, it is clear that there are 24 individuals, accounting for 53%, in the high category and 21 individuals, representing 47%, in the medium category.

The influence of organizational commitment on Organizational Citizenship Behavior

Simple regression analysis is used by researchers to find out the influence of the independent variables on the dependent

variable which is linear. A simple regression model can be used to measure the influence of variable X on variable Y. This aims to estimate or predict the value of the variable dependent if the value of the independent variable is known. Regression analysis simple is also used to find out the relationship between variables whether negative or positive.

Table 3 Coefficient

Coefficients					
Model		Unstandardized	Coefficients	Standardized	t
		B	Std. Error	Beta	
1	(Constant)	23.103	6.908		3.345
	Organizational Commitment	.900	.116	.764	7.776

a. Dependent Variable: OCB

Source: Output SPSS, 2023

a = is a constant number. In this research, the value of a is equal to 23,103

b = regression coefficient number. The value is 0.900

The regression coefficient value is positive, therefore It can be interpreted that Organizational Commitment (X) has a influence positive on Organizational Citizenship Behavior (Y) so The regression equation is $Y = 23.103 + 0.900$

This is the basis for decision-making in regression analysis, namely by looking at the significance value (Sig.) in the table above shows a value of 0.000 which is a value below



0.05. Therefore, it can be concluded that H0 rejected and H1 accepted.

To determine the magnitude of the influence of Organizational Commitment (X) on Organizational Citizenship Behavior (Y) in Simple linear regression analysis can be guided by R Square or R².

Table 4 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764	.584	.575	8.586
a. Predictors: (Constant), Organizational Commitment				

Source: Output SPSS, 2023

From the output above, it is known that the R Square value is 0.584. Can means that the influence of Organizational Commitment (X) on Organizational Citizenship Behavior (Y) is 58.4% while 41.6% was influenced by other variables not studied.

Discussion

Level of Organizational Commitment of PT Citra Intrans Selaras Employees

(Lee et al., 2001) define Organizational Commitment as a psychological construct that is a characteristic of a member's relationship with their organization and has implications for the decision to continue their membership in the organization. Allen & Meyer stated that there are three dimensions of organizational commitment, namely: affective commitment, normative commitment, and continuance commitment.

Based on the results of data analysis tests that have been carried out regarding Organizational Commitment, it is known that the level of Organizational Commitment of PT Citra Intrans Selaras Employees is classified as very good. This is proven by the results of the graphic diagram which shows that the employees of PT. Cita Intrans Selaras has a high level of Organizational Commitment.

This is also proven by the results of data categorization. That the average employee of PT. Cita Intrans Selaras has a high level of Organizational Commitment, 28 people with a percentage of 62% fall into the high category.

Level of Organizational Citizenship Behavior of PT Citra Intrans Selaras Employees

(Organ, 2014) explains that Organizational Citizenship Behavior (OCB) is a special type of work habit that is defined as individual behavior that is very beneficial to the organization and constitutes freedom of choice, indirectly or explicitly recognized by the formal reward system. Another definition according to the OCB Organ is behavior that is constructive, but not included in the employee's formal job description. (Organ, 2014) stated that there are five aspects of Organizational Citizenship Behavior, namely



altruism, sportsmanship, courtesy, Conscientiousness, and civic virtue.

Based on the results of data analysis tests that have been carried out regarding the Organizational Citizenship Behavior of PT Citra Intrans Selaras Employees is considered good. This can be proven by the results of the graphic diagram which shows that the employees of PT. Cita Intrans Selaras has a level of Organizational Citizenship Behavior that is on the way to high.

This can be proven by the results of data categorization that employees of PT. Cita Intrans Selaras has an Organizational Citizenship Behavior level with 24 people with a percentage of 53% for the high category, and for the medium category it is 21 people with a percentage of 47%.

The influence of organizational commitment on Organizational Citizenship Behavior of PT Citra Intrans Selaras Employees

Based on the results of the regression tests that have been carried out, the results show that there is a positive influence of Organizational Commitment on Organizational Citizenship Behavior in PT employees. Cita Intrans Selaras is acceptable. The results of this research are in line with research conducted by (Kurniawan, 2015) regarding the influence of Organizational Commitment on Organizational Citizenship

Behavior (OCB) of employees at PKU Muhammadiyah Hospital Yogyakarta and it is proven that organizational commitment has a positive effect on Organizational Citizenship Behavior (OCB). This shows that the higher the Organizational Commitment, the higher the Organizational Citizenship Behavior.

In line with previous research conducted by (Sukmawati, 2013) which stated that commitment to the organization is able to encourage employees to show OCB, meaning that the higher the organizational commitment of employees, the higher the employee's performance and increased good behavior. Other research produced by Korean citizens (Lee et al., 2001) concluded that organizational commitment has a positive and significant relationship to Organizational Citizenship Behavior (OCB), especially affective commitment.

The Influence of Organizational Commitment on Organizational Citizenship Behavior in PT Citra Intrans Selaras Employees was found to be 58.4%, while 41.6% of Organizational Citizenship Behavior was influenced by other variables not studied. Other factors that influence Organizational Citizenship Behavior, according to (Organ, 2014) include job satisfaction, personality, employee morale, and motivation, as well as external factors



which include leadership style, trust in leaders, and organizational culture. Employees with high Organizational Commitment will influence Organizational Citizenship Behavior.

The employees in question must, among other things, be able to work in a group, be able to collaborate with each other within the company, and be able to provide encouragement to other employees, as well as volunteer to help colleagues complete their tasks. Such employees are employees who have good Organizational Citizenship Behavior (OCB). OCB will appear in employees if the employee concerned feels that he is part of the company where he works. In other words, employees who are committed to the company will have good OCB.

This study has several limitations and is not perfect, so future researchers studying the same theme should consider exploring additional factors influencing Organizational Citizenship Behavior not covered in this research.

IV. CONCLUSION

Based on the results of the research that has been carried out, it can be concluded that:

- a. The majority of PT Cita Intrans Selaras Employees are in the high category with a percentage of 62%.

- b. The majority of PT Cita Intrans Selaras Employees are in the high category with a percentage of 53%.

- c. There is a positive and significant influence between Organizational Commitment and Organizational Citizenship Behavior of PT Cita Intrans Selaras Employees 58.4% while 41.6% was influenced by other variables. The higher the Organizational Commitment, the higher the Organizational Citizenship Behavior, and the lower the Organizational Commitment, the lower the Organizational Citizenship Behavior.

Based on the research results, researchers provide suggestions which are expected to be taken into consideration by the parties concerned, including the following:

- a. Able to become a reference for PT Cita Intrans Selaras goal is to improve employee Organizational Citizenship Behavior (OCB) through organizational commitment
- b. For future researchers who will conduct research with the same theme, it is hoped that they will examine other factors that influence Organizational Citizenship Behavior that are not discussed in this research, such as salary, communication patterns, organizational culture, motivation, and others.



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