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Loyalty, Organizational Commitment and Organizational Citizenship Behavior for Employees

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Abstract

A developing organization can be seen from the loyalty and commitment of the organization where employees at work. All aspects are included in positive and voluntary behavior to support organizations known as organizational citizenship behavior (OCB). The purpose of this study is to find out empirically whether organizational loyalty and commitment affect OCB on employees. This research involved 100 employees. Multiple regression was used to the hypothesis in this research. The results showed that loyalty affects OCB, organizational commitment affects OCB, loyalty and commitment affect OCB are together.

Keywords : *loyalty, organizational commitment, organizational citizenship behavior (OCB), employee.*

1. Introduction

Successful organizations need employees who do more than their job and will exert extraordinary performance. In organizations, the attitude taken by the team is more flexible. Helping colleagues voluntarily, avoiding conflict, mutual respect and patiently tolerating their work. Organizations need employees who will do those things in their job (Robbins & Judge, 2013).

Someone who contributes voluntarily and does not expect future replies, offers help to coworkers, shows relevant and positive behavior for the organization. This defines organizational citizenship behavior or as known as OCB. (Organ, 1997).

OCB's personality foundation reflects the tendency of employees to be cooperative, helping others, caring and conscientious (Luthans, 2011). Employees who are more supportive of their coworkers will have an OCB attitude and the existence of a good mood will likely be involved in OCB (Robbins & Judge, 2013).

Organ defined OCB as a discretionary work behavior, not recognized formally or directly by the organization's reward system but can increase organizational effectiveness (in Moorman & Blakely, 1995). If employees have this kind of behavior the organization can progress and develop well. Likewise, employees who work outside their duties unconditionally do so for the benefit of the organization. According to Smith, Organ and Near (1983) substantially OCB behavior is important for accelerating organizational progress. Such behavior in the organization is not easily arranged in a work scheme, so it is more to the individual who does it, even it has the effect of willing to sacrifice.

According to Organ (in MacKenzie, Podsakoff & Fetter, 1993) OCB has a variety of types including altruism, courtesy, civic virtue, sportsmanship, and conscientiousness. Altruism is a wise behavior that has the effect of helping others. Courtesy is a behavior that prevents problems from occurring or alleviates work-related problems. Civic virtue is a responsible behavior, caring about the organization, initiative. Sportsmanship is a will, without complaining and tolerance. Conscientiousness is a wise behavior that goes beyond the boundaries and roles of organizations.

Judging from the form of OCB that reflects positive behavior to help coworkers, care, be responsible, alleviate organizational problems is one form of loyalty to the organization. Loyalty also includes emphasizing the positive aspects of an organization and avoiding complaining about work or organization. (Niehoff in Rúnarsdóttir, 2018)

Employee loyalty develops into a general emotional attitude towards the organization. In other words, the more satisfied an employee is about his work environment, the more likely he will develop a sense of commitment to the organization in general. The employee's attitude toward the organization then raises the component behavior of devotion or can be called as loyalty. An employee who has developed loyalty to the

organization is more likely to show loyal behavior and work towards the goals of the organization (Wan, 2006). Selznick (in Schein & Gallos, 2006) argues that when an organization's values are attractive to employees, this gives employees more eminence and loyalty. Therefore, it is easy to adapt against changes.

Loyalty in its development is a behavior of devotion towards the organization. Loyalty needs to be fostered so that employees continue to maintain and survive in the company. By continuing to strive for the progress of the company, employees will also improve OCB behavior. This means that if the employee is loyal and can develop loyalty then he has already had an OCB in it. According to Leeuwen and Homan (in Hoor, 2014) shows that loyal organizations will be admired and seen as more supportive of their employees, as well as competent and high-performing than non-loyal organizations.

Organizational commitment also needs to be considered besides loyalty. Organizational commitment is an individual's strength that can be relatively identified and individual involvement in a particular organization. In other words, individuals are able to develop an organization. Consistent employees can increase commitment to organizational goals and employees' main commitments to the organization (Mowday, Steers & Porter in Stroh, Nortcraft & Neale, 2002).

Employees who are committed to work may have encouraged other employees to have OCB behavior. Some employees who volunteer not because they want to do it but because the organizational commitment encourages other employees to do it as well because they want to help their coworkers (Naïemah et. All, 2017). Organizational commitment is a form of employee loyalty to the organization such as maintaining the performance, vision, mission and goals of the organization.

Organizational commitment is a behavior that is relevant to the organization such as employee attendance, performance and even OCB (Meyer et. All, 2002). The increased level of organizational commitment has an effect on OCB, because individuals will remain loyal and committed and are responsible for their duties which makes the organization able to achieve its goals (Hasani, Borourjerdi & Sheikhesmaeili, 2013). Organizational commitment can create a unique environment to link and describe the sacrifice of employees in the company so that it makes employees loyal to their vision (Schein & Gallos, 2006). In organizational commitment, an employee identifies himself with a particular organization and his goals and desires to remain a member (Robbins & Judge, 2013).

Based on the explanation that has been presented previously, the hypotheses that can be developed in this study are (1) H1 loyalty can explain the occurrence of Organizational Citizenship Behavior (OCB) to employees; (2) H2 organizational commitment can explain the occurrence of Organizational Citizenship Behavior (OCB) for employees; and (3) H3 organizational loyalty and commitment can explain the occurrence of Organizational Citizenship Behavior (OCB) for employees.

2. Research Methods

This research involved 100 employees, including 36 men and 64 women with an age range of 20-50 years, 37 are in employee contract status, 49 are permanent employees and 14 others. The occupations range from education, banking, human resources, finance, IT, property, health, creative arts and various positions. The length of work starts from 6 months to 24 years. In addition, the workers involved have the latest educational background from Senior High School as many as 7 people, Diploma 3 as many as 3 people, Bachelor Degree as many as 84 people and there are 6 people from Master Degree. The choice of answers on each scale ranges from 1 - 5 ranging from Strongly Disagree to Strongly Agree.

Loyalty is described as the process by which certain attitudes give rise to certain behaviors, emotional attachment, caring, a feeling of being involved with others and commitments that need to be nurtured and cared for. In this research the loyalty scale was adapted from Mehta et. al (2010) research that is in line with Gilbert (1998) research, consists of 32 items with 6 factors namely career development, motivation, bonding, job security, leadership and commitment. One example of items on a scale is "Employees are responsible for forming a work culture." After data retrieval, the reliability scale of 0.964 was obtained with a total of 32 items and no items were dropped.

Mowday, Steers and Porter (1979) organizational commitment is something beyond loyalty that involves an active relationship with the organization so that individuals are willing to give something to contribute to the organization to be prosperous. In this research the scale of organizational commitment was adapted from Mowday, Steers and Porter (1979) development of Porter and his University, consisting of 15 items with 3 factors: (1) strong trust, acceptance of organizational values and goals, (2) willingness to make efforts great for the organization, and (3) a strong desire to maintain the organization. One example of items on this scale is "I am willing to do many things to help this organization become successful." After data collection, the reliability results on an organizational commitment scale of 0.864 with 6 items dropped out of 15 items.

Organ (1988) in his book defines OCB is the behavior of workers or employees who exceed the task requirements indirectly and explicitly recognized by the reward system because it supports the functioning of the organization. In this research the OCB scale was adapted from Kumari and Shah (2015) based on the development of Podsakoff, et. al consisting of 15 items with 5 forms of OCB, namely altruism, courtesy, civic virtue, sportsmanship, and conscientiousness. One item on this scale is "I am willing to help colleagues when having problems at work." After retrieving data, the reliability result on the OCB scale is 0.793 with 6 items dropped out of 15 items.

Data processing techniques in this research used multiple regression.

3. Results

Based on the results of the research, it is known that the variable of organizational loyalty and commitment affects OCB. The table below explains the results of the regression test.

Table 1. Regression Test

Variable X	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	β		
Loyalty	.226	.033	.786	6.803	.000
Organizational commitment	-.288	.091	-.364	-3.149	.002

Sig. $\alpha < 0.05$

Based on Table 1, loyalty has a significant effect on OCB of 0,000. the results of this study are in line with Tsai and Tsai (2017) that the existence of loyalty affects OCB. Likewise, organizational commitment significantly influences OCB of 0.002. The results of this research are in line with research according to Schappe (1998) namely organizational commitment influencing OCB and research Ortis et. all (2015) that organizational commitment positively correlated with OCB.

Based on the results of statistical tests, H1, which says loyalty can explain the occurrence of Organizational Citizenship Behavior (OCB) to employees, is proven. Then, the results of the statistical test then H2 which states organizational commitment can explain the occurrence of Organizational Citizenship Behavior (OCB) on employees, is proven.

The results of this research indicate that loyalty influences OCB that career development, motivation, bonding, job security, leadership and commitment play an important role in helping others, especially coworkers. Employees act to prevent problems in the work of responsible behavior, tolerance and work beyond the task or role of the organization. This is in line with Hasani, Borourjerdi and Sheikhesmaeili (2013) loyal employees who are willing to become members of the organization based on the goals and values of the organization and are willing to carry out tasks beyond their work which are important factors for organizational effectiveness. Employees do whatever is needed to achieve organizational goals. That way loyalty causes an increase in OCB.

Table 2. Loyalty Factors Regression Test

Loyalty Factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	β		
Career development	,348	,173	,355	2,011	,047
Motivation	-,071	,264	-,046	-,268	,789
Relation	-,038	,273	-,025	-,140	,889
Work safety	,551	,338	,274	1,630	,107
Leadership	,013	,355	,007	,037	,970
Commitment	,046	,228	,027	,200	,842

In table 2, if seen from the significance, the most influencing variable loyalty factor on OCB is career development that is 0.047. Career development is one of the factors that influence OCB. Merchant (2010) found that career development can provide opportunities for employees to clarify individual goals and identify steps in the organization to achieve goals. If the organization can help employees in satisfying employee needs, employees tend to be committed to the organization. Based on the narrative, if the employee's career development is smooth and the organization is supportive, OCB behavior will be seen so that indirectly voluntary behavior will emerge and without expecting any rewards to maintain the organization.

In addition, according to Banahene, Ahudey and Asamoah (2017) employee loyalty at work is a function of internal motivation and the workplace environment. That internal motivation is a core part of self-concept that greatly influences the quality of life of employees and efforts to do so. This is useful for the career development of the employees.

Table 3. Organizational Commitment Factors Regression Test

Organizational Commitment Factors	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	β		
Strong trust, acceptance of organizational values and goals	,986	,204	,449	4,843	,000
Willingness to make efforts great for the organization	-,469	,222	-,228	-2,112	,037
A strong desire to maintain the organization	,911	,232	,411	3,919	,000

Table 3 if seen from the significance, all the variables of organizational commitment effect on OCB, namely strong trust in the values and goals of the organization, willingness to make great efforts for the organization, a strong desire to maintain the organization. Employees who have strong values and goals will contribute to OCB by improving behavior towards the organization. Likewise, the employee will maintain his

position and willingness to make great efforts for the organization.

In line with the statement of Hasani, Borourjerdi and Sheikhesmaeili (2013) organizational commitment led to an increase in OCB. Individuals committed to the organization show more sacrifice, caution, and loyalty. Increasing OCB raises organizational commitment, which will generally increase the effectiveness and efficiency of organizational activities.

Table 4. Multiple Regression Result

R Square	.347
F Test	25.804
Sig.	.000

Based on table 4, the influence of independent variables on the dependent variable is (R Square) 34.7% the rest are other factors outside the research. Judging from the F test of 25,804 with a significance of 0,000 means that together with organizational loyalty and commitment affect the OCB variable because of the significance of 0,000 ($\alpha < 0.05$). So H3 which has organizational loyalty and commitment can explain the occurrence of OCB to employees, is proven.

Someone who has loyalty to the organization is a reflection that the employee has organizational commitment. Loyalty to the organization will bring a positive attitude in the workplace. Attitudes that can reflect that employees will continue to survive for the organization despite obstacles or problems will still be faced because they already have a commitment to the organization. According to Minárová (2018) employee loyalty is reflected in working at the organization, expressing the pride he feels for working at the organization.

Rastogi and Garg (2011) added that loyalty factor has already existed in positive organizational outcomes such as fairness in the workplace, organizational commitment and additional work. This means that in this case the feeling of being accepted in the organization can build mutual respect and can be trusted by other members. On the other hand, Jahangir, et al (2004) explained voluntary behavior helps individual behavior when experiencing assistance or problems. This is done in OCB behavior which derives from conscience that wants to do what is right and appropriate for the public interest and not a specific purpose.

Graham (1991) added that loyalty is a category of employee responsibility regarding the function of individual welfare to focus on OCB behavior. Identifying organizational loyalty to leaders and the organization as a whole exceeds the interests of themselves, individuals, groups and departments. OCB's behavior in this category includes contributions in defending organizations from threats, contributing to a good reputation and working together with others to serve common interests.

Smith, Organ and Near (1983) identified OCB behavior is a behavior that helps overloaded employees to solve problems and helps new employees learn the job. Further, compliance or can be called awareness consider more general factors and contribute to groups, departments or organizations that include such as time discipline.

In OCB's personality, in addition of being able to increase organizational commitment in line with Luthan's (2011) theory, this behavior reflects the tendency of employees to be cooperative, caring, helpful and conscientious. This attitude foundation shows that employees are involved in OCB behavior and will provide a reward for the organization. By this behaviour, it shows that there is loyalty to the company and commitment to the organization where they work.

Employees and workers enjoy working with coworkers. OCB's behavior, one of which is to increase group morale, will make the organization an attractive place to work. When employees show sportsmanship and refrain from complaining about trivial matters and placing group interests above personal interests can thus increase organizational loyalty and commitment to employees. OCB can help improve an organization's ability to adapt to environmental changes, as well as when employees volunteer to attend and participate in meetings this can increase organizational responses (Podsakoff & MacKenzie, 2009).

4. Conclusions and Suggestions

Based on the result of this research, it is concluded that loyalty affects OCB. Furthermore, organizational commitment affects OCB. Thus, organizational loyalty and commitment affect OCB on employees. If seen from the loyalty factor, the most significantly influencing is career development, while for organizational commitment factors that influence are the values and objectives of the organization, the willingness to make great efforts for the organization and maintaining the organization.

Based on the results of the research, the following suggestions can be submitted that employees are expected to maintain OCB behavior in the organization where they work so that the behavior of organizational loyalty and commitment will be better. Further, the existing factors in loyalty should be more developed such as motivational factors, boding, job security, leadership, so that effective OCB behavior is achieved. Existing factors in commitment need to be maintained such as values and goals, willingness to remain in the organization and maintaining the organization.

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