

The Relationship between Organizational Commitment and Organizational Citizenship Behavior in State Civil Apparatus (ASN) in the Sidoarjo Regency Government Environment

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ABSTRACT

In order to create a successful organization, employees are needed who are willing to work beyond their routine duties and strive for performance results that exceed organizational standards. Organizational citizenship behavior (OCB) is an employee's desire to work with good quality and try to create the best service, which is an indication of extra-role behavior. One factor that can increase OCB behavior is organizational commitment. This research aims to determine the correlation between organizational commitment and organizational citizenship behavior (OCB) or the extra role behavior of State Civil Apparatus (ASN) in the Sidoarjo Regency Government Environment. This research uses quantitative correlational research with one dependent variable and one independent variable. The participants in this research were 333 ASN representing all regions within the Sidoarjo Regency Government. Data collection used the organizational citizenship behavior (OCB) scale developed by researchers and the organizational commitment questionnaire. The research data has been tested for assumptions using the normality test and linearity test and the data analysis technique used in this research is simple linear regression analysis. The results show that organizational commitment is proven to have a positive and significant relationship with organizational citizenship behavior with a t coefficient value of 31,204 and a significance of 0.000 < 0.01. The effective contribution obtained in this research was 74.6%. Meanwhile, for the remaining 25.4%, OCB was influenced by other variables not studied in this research.

Keywords: Organizational Citizenship Behavior, Organizational Commitment, ASN

INTRODUCTION

Human Resources (HR) are an important component that functions as a driver of production/service activities in an organization or company. Therefore, organizations need to make efforts to obtain, direct and develop the quality of human resources so that they are in line with the organization's vision and mission. Likewise with government agencies. Having a State Civil Service (ASN) that is professional, has integrity, is loyal, is competent in its field and can support the success of the organization in achieving its goals is the dream of every government agency, both central and regional agencies.

In order to create a successful organization, employees are needed who are willing to work beyond their routine duties and strive for performance results that exceed organizational standards. An employee's desire to work with good quality and try to create the best service is an indication of extra role behavior or organizational citizenship behavior (OCB) possessed by an employee (Robbins and Judge, 2013). Facts show that organizations that have employees who have good OCB will have better performance than other organizations (Robbins & Judge, 2013). Likewise, when OCB is owned by ASN, ASN will have better

performance and provide excellent service to the community.

However, in reality, until now there is still a negative stigma from society towards ASN and the government is always working hard to change this stigma. There are still many people who complain and think that the public services provided by ASN are still slow and ineffective. Supported by technological advances, people are increasingly free to provide criticism, complaints and aspirations to the government through various media. In line with previous research conducted by Pasaribu (2018) regarding public perceptions of the quality of government public services, the results obtained include: 1) From the tangible dimension, it was found that employee discipline was still relatively low; 2) Based on the reliability dimension, the results show that employees do not have adequate skills in using tools during the service process; 3) The responsiveness dimension shows that when providing services, employees are considered to be less responsive and responsive so that the resolution process is relatively long; 4) The assurance dimension shows that there is no guarantee of certainty of completion time for the service; and 5) From the empathy dimension, employees assess that applicants or service users who have connections or provide rewards will be prioritized.

Furthermore, based on data from the Representative of the Ombudsman of the Republic of Indonesia for East Java Province, the quality of public services in East Java in 2021 has decreased compared to the 2019 assessment. The indicator is the reduction in the number of districts/cities that are included in the green zone category from the Ombudsman. There are 28 Regional Governments that have received a yellow zone rating for fulfilling public service standards in accordance with Law Number 25 of 2009 in 2021, one of which is the Sidoarjo Regency Government with a score of 76.83. The yellow zone in this case indicates that the quality of meeting service standards is still not optimal or unsatisfactory.

Apart from that, based on the results of research conducted by Wibowo and Mursyidah (2022) regarding the Quality of Village Government Services carried out by the Banjarnegara Village Government, Sidoarjo District, the results show that it is categorized as not good (based on service quality analysis). The results of the analysis show that on average respondents have high expectations for the quality of administrative services, but in terms of performance assessment, all of them are below the value of service users' expectations, resulting in all indicator dimensions having a negative gap score (-) or having unresolved problems.

According to the disruptive theory put forward by Christensen, et al. (2015), services provided by certain parties should always be felt to be less than optimal, which will lead to the death of the activity and will instinctively be replaced by services provided by other parties which are much better. However, this does not happen in the government sector because there is an element of monopoly, so that even though the services provided are considered less than optimal, they are still able to survive. This condition actually makes the government bureaucracy feel like it is in a comfort zone. The absence of alternatives such as those in the private sector is a justification for the bureaucracy's insensitivity to public dissatisfaction.

One of the efforts that can be made by the Sidoarjo Regency Government to provide excellent work results and service is by increasing organizational citizenship behavior (OCB) in employees. The term OCB was first introduced by Organ and Bateman in 1983 and was defined in detail by Organ after 5 years had passed (1988) as a form of behavior that is based on the freedom of choice and initiative of the individual, is not directly influenced by the organization's reward system but can sustainably increasing organizational effectiveness (Sharma & Jain, 2014). OCB behavior is not included in employee job descriptions, but is highly expected, because it supports increased effectiveness and survival of the organization. Employees who have OCB will have high loyalty to the organization where they work and will naturally feel comfortable and safe in their work. The nature of OCB is pragmatic so it can be applied to organizational management, especially those related to human resources.

Budihardjo (2011) defines OCB as an individual behavior that is voluntary, visible and observable. OCB is voluntary behavior where a person willingly carries out a task or work outside of their responsibilities even though they do not receive direct compensation. OCB is also visible and observable, which means OCB can increase organizational effectiveness and efficiency (Mahayasa and Suartina, 2019) by helping fellow colleagues, helping provide information and solutions to and participating in every organizational activity. OCB is not included in the requirements or job description, so that when it is not shown, no punishment is given (Purba, 2004). According to Khaerunisah, et al (2021) who conducted a literature review of organizational citizenship behavior (OCB) and its dimensions, there are several factors that influence OCB including personality, organizational culture, organizational climate, job satisfaction, organizational commitment, transformational leadership and servant leadership, responsibility. employee social responsibility, employee age, work involvement, collectivism and organizational justice.

One factor that can increase OCB behavior is organizational commitment. Organizational commitment is the degree to which an employee supports a particular organization and its goals, and intends to maintain membership in that organization (Robbins, 1998). In this case, employees who are committed to their organization, committed to their work and all the targets that have been designed, then these employees will strive to achieve work targets and provide optimal contributions in achieving organizational goals. This is in line with several previous studies regarding the relationship between OCB and organizational commitment which shows that organizational commitment has a significant influence in creating OCB in organizations (Prasasti & Yuniawan, 2017; Oemar, 2013). Organ (1988) argued that OCB differs from similar constructs (such as organizational commitment) developed by organizational behavior researchers. However, OCB is empirically related to organizational commitment (Cohen and Vigoda, 2000). Organizational commitment shows strong belief and support for the values and goals that the organization wants to achieve (Mowday et al, 1979; Darlis, 2002). Strong organizational commitment within an individual will cause the individual to try hard to achieve organizational goals in accordance with the planned interests (Porter et al., 1974). Subordinates who have a high level of organizational commitment will have a positive outlook and will try to do their best in the interests of the organization (Porter et al., 1974; Darlis, 2002).

Apart from that, in a systematic review of organizational citizenship behavior (OCB) research in Indonesia conducted by Grasiawaty (2021) stated that job satisfaction and organizational commitment are work attitudes that consistently have significant positive results on OCB, both in research in Indonesia and in other countries. . So it can be concluded that the correlation between job satisfaction and organizational commitment to OCB is not influenced by the country where the respondent lives. This is in line with research conducted by Biswan (2019) which states that organizational commitment has a direct positive effect on OCB, which means that increasing employee OCB requires increasing organizational commitment, for example encouraging employees to increase loyalty, play an active role, and accept organizational values. , comply with regulations, and be responsible.

In an effort to build organizational citizenship behavior (OCB), it is necessary to increase employee commitment in the organization. When employees have high organizational commitment, employees will have a positive view of the organization and try hard to achieve organizational goals. Based on the explanation that has been described, this research aims to determine the relationship between organizational commitment and organizational citizenship behavior (OCB) in ASN in the Sidoarjo Regency Government Environment.

RESEARCH METHODS

The population in this study was ASN in the Sidoarjo Regency Government, totaling 13,514 employees. The technique used in sampling was simple random sampling. The number of samples was determined

using the Isaac and Michael Table with an error rate of 5% so that the number of samples was determined at 339. The number of samples of 339 was then taken randomly without paying attention to class, age and gender. However, in the testing process, some data was indicated as extreme data (outliers), so the number of samples obtained was 333.

This research uses a quantitative correlational type of research. This research data was obtained from a research scale consisting of an organizational citizenship behavior (OCB) scale which has been compiled by researchers with reference to the OCB aspects and indicators proposed by Organ (in Sharma & Jain, 2014) as well as an organizational commitment scale using measuring instruments. The Organizational Commitment Questionnaire (OCQ) was adapted from a measuring tool developed by Mowday, Steers and Porter (1979). The OCB scale has 33 valid items with a Cronbach alpha value of 0.793 and the OCQ scale has 10 valid items with a Cronbach alpha value of 0.928.

The data analysis method used to test this research data is simple linear regression analysis using the SPSS (Statistics Program for Social Science) 25.0 for Windows program.

RESULTS AND DISCUSSION

Normality test

Based on the results of the normality test using Kolmogorov-Smirnov, a statistical value of 0.066 was obtained with a significance of 0.109, meaning the P value was > 0.05 . These results indicate that the distribution of research data is normally distributed.

Linearity Test

The results of the linearity test of the relationship between the organizational commitment variable (variable X1) with the organizational citizenship behavior variable (variable Y) obtained a value of $F = 1.564$ with a significance of $0.053 > 0.05$, so it can be interpreted that there is a linear relationship between organizational commitment and organizational citizenship behavior.

Hypothesis testing

Table 1. Hypothesis testing

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.930	3.220		6.810	.000
	Komitmen Organisasi	2.671	.086	.864	31.204	.000

a. Dependent Variable: Organizational Citizhenship Behaviour

The results of the analysis test which tested the relationship between Organizational Commitment and Organizational Citizenship Behavior produced a correlation value of 0.864 ($p < 0.01$), which means there is a significant positive relationship between Organizational Commitment and Organizational Citizenship Behavior.

The results of this analysis show that the hypothesis states “Organizational commitment is positively and significantly correlated with organizational citizenship behavior in ASN in the Sidoarjo Regency Government Environment.” With a significance level of 1% it is accepted.

High organizational commitment shows that employees have strong belief in organizational values, individual willingness to help achieve organizational goals and a high willingness to maintain their membership in the organization, so they will increasingly show initiative to carry out work that exceeds their duties and obligations. As with research conducted by Utomo, et al (2019) which found that organizational commitment has a positive and crucial influence on OCB in employees of the Semarang Ministry of Religion.

Luthans (2005) states that when someone has a high commitment to their organization, that person will do anything to advance their company because of their belief in the organization. Organizational commitment is a perception of organizational policies, practices and procedures that are felt and accepted by individuals in the organization. Individuals perceive organizational attributes as recognition of their existence. Assessment of organizational attributes at the individual level is referred to as psychological commitment. When this assessment is felt and accepted by the majority of people in the workplace, this is referred to as organizational commitment (Schneider & Reichers, 2005). For employees who are committed to the company, the employee feels satisfied at work and is willing to act for the progress of the company.

Theoretically, the results of this research are in line with the opinion expressed by Gibson (in Wibowo, 2017) who said that organizational commitment is expressed by employees as feelings, identification, loyalty and involvement in an organization or work unit within the organization. Empirically, this research supports the results of previous research conducted by Fitria (2015); Ariani, et al (2017); Nugraha (2018); Mangindaan (2020); Hastuti and Wibowo (2020); Koyuncu and Demirhan (2021); Handayani and Wulandari (2022); and Maesaroh and Widodo (2022) who concluded that organizational commitment has a positive and significant effect on organizational citizenship behavior (OCB).

Based on the constant values and predictor variables above, the regression equation $Y = \alpha + \beta X = 21,930 + 2,671 X$, So it can be estimated that the organizational citizenship behavior variable will change by 2,671 for every 1 score on the organizational commitment variable.

Effective Contribution

Table 2. Effective Contribution

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864 ^a	.746	.746	6.520
a. Predictors: (Constant), Komitmen Organisasi				

The value of the coefficient of determination is 0.746, which means that organizational commitment makes an effective contribution of 74.6% to organizational citizenship behavior. Departing from this, the level of consistency of the organizational citizenship behavior variable of 74.6% can be estimated by organizational commitment. Meanwhile, the remaining 25.4% is determined by other factors that have not been revealed in this research. From the results obtained, it was found that organizational commitment makes a significant contribution to predicting the level of OCB in ASN. This is possible because there is a similarity in organizational values with the beliefs held by employees and a sense of pride in being part of the organization, thus making employees behave more loyally.

When an employee, in this case ASN, has a strong commitment both in terms of values, responsibility and professionalism towards the company and is supported by appropriate facilities, rewards and treatment, the employee will prioritize the interests of the organization over his personal interests. This is also proven by research which shows that employees will show OCB behavior more often when employees consider it as

part of the job and think that it will provide the desired rewards and personal satisfaction (Tepper, et al., 2001).

CONCLUSION

The State Civil Apparatus (ASN) is the spearhead in carrying out government tasks and development tasks in order to realize good government so that it can provide excellent service to the community. Therefore, all ASN in the government environment, both regional and central, would be very ironic if they were the spearhead in achieving employee welfare but in carrying out their duties as public servants did not have work enthusiasm, loyalty, commitment, as well as a sense of belonging and connection to the organization. Therefore, it is important for ASN to have extra employee role behavior or what is usually called organizational citizenship behavior (OCB). ASN who have a high degree of OCB can always support the organization/government to achieve the set goals. Apart from that, OCB will also encourage ASN to provide excellent service both to the needs and complaints of the community. In this way, the assessment of public satisfaction with the quality of services provided by the government will increase.

OCB is a behavioral initiative shown by employees consciously and there are no rules or rewards that bind them, to do positive things that can continuously increase the effectiveness and efficiency of the organization. OCB behavior is not included in employee job descriptions, but is highly expected, because it supports increased effectiveness and survival of the organization. There are several factors that influence OCB, including personality, organizational culture, organizational climate, job satisfaction, organizational commitment, transformational leadership and servant leadership, employee social responsibility, employee age, work involvement, quality of work life, collectivism and organizational justice.

This research was conducted with the aim of finding out the correlation between organizational commitment and organizational citizenship behavior in ASN in the Sidoarjo Regency Government Environment. The results of this research are that there is a positive and significant correlation between organizational commitment and organizational citizenship behavior in ASN in the Sidoarjo Regency Government Environment. This can be interpreted that the higher the organizational commitment, the higher the organizational citizenship behavior, and vice versa. The effective contribution made by the organizational commitment variable to organizational citizenship behavior is 74.6% and the remaining 25.4% is other factors not revealed in this research.

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