

Does Organizational Commitment Mediate the Relationship Between Motivation and Organizational Citizenship Behavior?

Angelina Eleonora Rumengan¹, Ety Sri Wahyuni², Faris Ramadhan³, Dahlan Gunawan⁴

^{1,2,3,4} Universitas Batam, Batam, Indonesia

angelinaeleonorarumengan@univbatam.ac.id

Abstract

This study's purpose is to examine the effects of motivational variables on the organizational citizenship behavior of teaching staff, both directly and through organizational commitment. In addition, this study aims to provide lecturers and teaching staff with the motivation necessary to enhance the quality of education in the future. The study approach employs path analysis with a total sample size of one hundred lecturers from several universities in the Riau Islands. Data is obtained by using primary data that comes from questionnaires and interviews, while secondary data comes from books and journals related to research. The research results showed that the R square value for the organizational commitment variable is 0.796, which means that the percentage of motivational influence on organizational commitment is 79.6%, which means it is included in the high category. The R square value for the OCB variable is 0.630, which means that the percentage of influence of organizational motivation and commitment on OCB is 63%, which means it is included in the moderate category. The coefficient value of organizational commitment to OCB is reported to be 2,498. Therefore, organizational commitment has a positive effect on OCB and the p-value is 0.013 less than 0.05, which is statistically significant. Organizational commitment has a positive and significant effect on organizational citizenship behavior. The coefficient value between motivation and organizational commitment is reported to be 40,199. Therefore, motivation has a positive effect on organizational commitment and the p value is 0.000 less than 0.05, which is statistically significant. It may be concluded that motivation has a positive and significant influence on organizational commitment. The coefficient value between motivation and OCB is 2.389, indicating that motivation has a positive impact on OCB, and the p-value is 0.017 less than 0.05, which is statistically significant. It may be stated that motivation has a positive and significant effect on OCB

Keywords

motivation; organizational citizenship behavior; organizational commitment



I. Introduction

Every organization was created with the purpose of achieving its vision and mission-aligned goals. To achieve the set objectives, an effective management function is required. The achievement of a company is intrinsically tied to the competencies of its employees. However, not all employees have a high commitment to their company. Organizational commitment is an employee's emotional attachment, identification, and participation with a single organization. The advantages of high employee commitment will increase the company's productivity, reduce the rate of employee turnover, and enhance the

management of the company. When a person is committed to the company, he or she will deliver optimum performance in order for the company's goals to be met. For employees, a high degree of commitment may result in benefits for both themselves and their employers, such as increased opportunity for advancement, less risk of demotion, and enhanced expertise in their respective industries. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

However, there is an interesting thing when a lecturer has a high commitment to the university. It is possible that the lecturer already has an emotional relationship with the university, has a sense of belonging among other lecturers, has a supportive university environment, and the salary he or she receives is considered fair and in accordance with what is expected which he gave. On the other hand, if a lecturer has a low commitment to his or her organization, it can be caused by a lack of participation by university stakeholders, a monotonous university environment, and being treated unfairly for what he or she gives to the university.

Some lecturers decide to commit to a university because they believe their incentives or salary are commensurate with their performance. Others feel obligated to remain at the university because they are needed; still others are committed because leaving the university would be more expensive than remaining. Thus, the issue of organizational commitment necessitates more research on organizational justice in order for the outcomes of this research to provide empirical remedies for such occurrences. Therefore, the sense of justice is the process of building organizational commitment.

With the increasing dynamism of work, having flexibility in completing work both individually and as a team is very important. Employees who have good organizational citizenship behavior will help other employees in their team, voluntarily do additional work, avoid unnecessary conflicts, respect each other, give encouragement, and tolerate work burdens and interruptions at any time so that work gets completed more quickly and organizational goals will be achieved faster (Robbins and Judge, 2019).

OCB is the behavior of company employees that is aimed at improving the effectiveness of the company's performance without neglecting the goal of individual employee productivity. In reality, to be able to have a strong OCB, supporting factors are needed in the organization because OCB does not increase by itself without interacting with other factors. When referring to various literature, there are many factors that influence OCB. Some of them are career development, perception of organizational justice, job satisfaction, work motivation, organizational culture, reward system, personality, organizational climate, organizational commitment, job characteristics, emotional intelligence, and leadership (Naway, 2017). Motivation is one of the factors that influence OCB in an organization. Motivation is a condition that motivates employees to achieve organizational goals (work goals). Thus, motivation means a condition that encourages or causes someone to do an act or activity that takes place consciously.

The effect of work motivation on OCB is shown by the results of previous research conducted by Nazmah and Supriyantini (2014). From their study, it was proven that there was a significant influence of work motivation on OCB. Meanwhile, Alif (2015) conducted a study to prove the effect of work motivation on OCB and explained that work motivation did not have a positive and significant effect on lecturers' OCB. This means that there will be an increase in OCB even without the support of work motivation.

Based on the background of the problem in this research, the formulation of the problem is as follows:

- RQ1. Does motivation have a positive and significant effect on organizational commitment?
- RQ2. Does motivation have a positive and significant effect on organizational citizenship behavior?
- RQ3. Does organizational commitment have a positive and significant effect on organizational citizenship behavior?
- RQ4. Does motivation have an effect on organizational citizenship behavior mediated by organizational commitment?

II. Review of Literature

2.1 Motivation

Motivation refers to a potential force that exists within a human being, which can be developed by themselves or developed by a number of external forces that essentially revolve around monetary rewards and non-monetary rewards and can affect their performance results positively or negatively (Winardi, 2016). Two-factor motivation indicators according to Herzberg cited by Siagian (2013: 164) are as follows:

Intrinsic motivation consists of recognition, the work itself, responsibility, and advancement. Recognition is a form of recognition from the company for the results or productivity that have been achieved by employees. The work itself refers to work completed in this manner will create employee stimulus, causing employees to consider moving forward. Responsibility reflects the high responsibility that employees have and directly provides a guarantee that employees can be motivated to complete the tasks given by their superiors. Advancement refers to employees who previously did not have the ability or skills after working in the company and were given training to carry out their job duties so that employees felt happy to be equipped with new skills that they did not previously have and were in accordance with their work.

Extrinsic motivation includes supervision techniques, salary, working conditions, company policies, and company administration. Supervision techniques have a tendency to provide a stimulus or motivation to employees, which includes functional relationships and positive overall relationships. They also provide the greatest level of job satisfaction with superiors so that they can work optimally. A salary is given to employees with financial payments for the work performed. It is the most difficult and confusing function because it relates to the individual rights of an employee in receiving rewards for their work. Compensation can increase employee satisfaction, which will automatically increase employee productivity. Working conditions refers to a situation where employees carry out their activities, alluding to working conditions and co-workers in a work environment. Company policy and administration means that the existence of policies and administration that are in accordance with the conditions of the employees will create a motivation for employees to work

2.2. Organizational Commitment

Organizational commitment is a reflection of how an employee recognizes the organization and is bound to its goals (Kreitner, 2011). This is an important work attitude because people who are committed are expected to show their availability to work harder to achieve organizational goals and have a greater desire to stay at a company. According to Mayer, Allen, and Smith (Luthans, 2008), there are three aspects of commitment: affective commitment, continuance commitment, and normative commitment. Affective

commitment is related to the employee's emotional bond, identification, and involvement in the organization because of the desire for oneself.

Continuance commitment is based on rational needs. In other words, this commitment is formed on the basis of profits and losses obtained by employees, so it becomes a consideration of what must be sacrificed when staying in an organization. Normative commitment is based on the norms that exist within the employee, which contains the individual's belief in responsibility to the organization, so an employee stays because of loyalty.

2.3. Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is an individual's voluntary behavior (in this case, the lecturer) which is not directly related to the reward system but contributes to the organizational effectiveness (Organ, 2005). Organizational citizenship behavior is behavior of its own free will that is not part of the demands of formal work but encourages the effectiveness of organizational functions. This means that OCB is the behavior of organizational members that exceeds what is required by the organization (Robbins and Coulter, 2013). The dimensions of OCB consist of altruism, courtesy, consciousness, sportsmanship, civic virtue, cheerleading, and peacemaking.

Altruism is the behavior displayed by members of an organization to help coworkers who are experiencing difficulties in the situation at hand without expecting anything in return. Courtesy is the behavior of maintaining good relations with co-workers to avoid interpersonal problems by paying attention and respecting others or taking steps to relieve and reduce a problem. An example of behavior in this dimension is to periodically find out how a job will go well in order to realize the function of the organization as a whole. Consciousness explains that someone who is aware of his responsibilities will voluntarily take on extra responsibilities, on time, and is able to complete tasks outside of their proper responsibilities. Sportsmanship refers to behavior that emphasizes positive aspects of less than ideal situations in the organization without raising objections, such as not liking to protest, not liking to complain even in uncomfortable situations, and not exaggerating small problems.

Civic virtue reflects individuals who demonstrate voluntary participation and support for the organization's social and professional functioning. Cheerleading is a member of an organization who wants to be involved or participate in celebrations for the achievements of their colleagues. Peace increasingly includes members of the organization who are aware of problems or conflicts that will lead to disputes between two or more members of the organization

III. Result and Discussion

The research method used is the descriptive method, by testing the effect of each variable. The research population is educators and lecturers at private universities in Batam. The research sample obtained as many as 96 lecturers from several universities in Batam and several study programs that were used as research samples. The data analysis technique uses Path Analysis with SEM-PLS 3.0 tools. The research model is described by the research concept framework as follows:

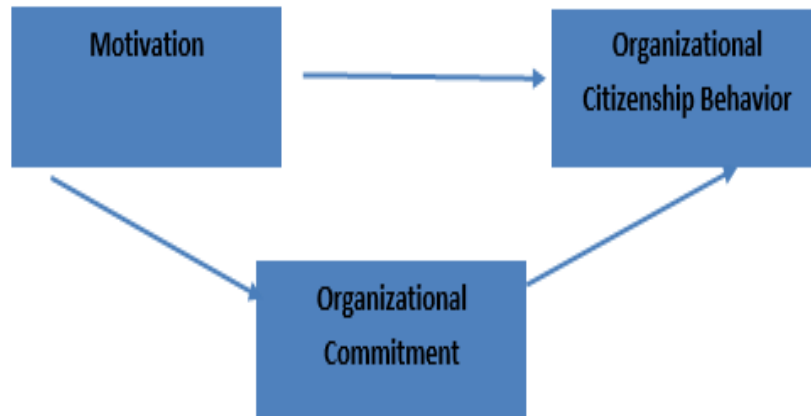


Figure 1. Conceptual Framework

In light of the description of the conceptual framework, the authors' proposed hypotheses are as follows:

- H1: Motivation has a positive and significant effect on organizational commitment.
- H2: Motivation has a positive and significant effect on organizational citizenship behavior.
- H3: Organizational commitment has a positive and significant effect on organizational citizenship behavior.
- H4: Motivation has an effect on organizational citizenship behavior mediated by organizational commitment.

IV. Result and Discussion

4.1 Outer Model Evaluation

The results of the research from the total sample of 100 people, which is a sample consisting of lecturers in several universities in the Riau Islands, can be seen in the following figure:

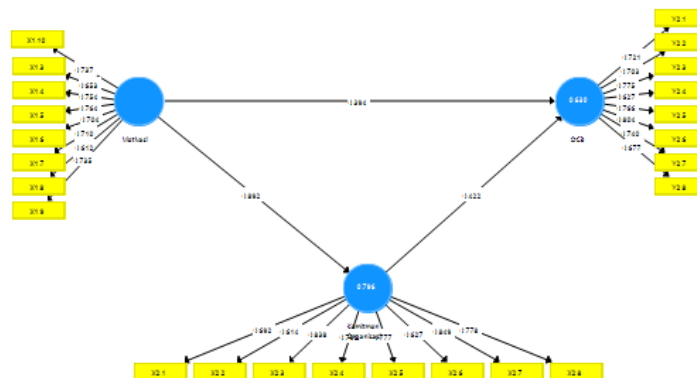


Figure 2. Loading Factor

Figure 2 loading factor can be explained by the overall value of the loading factor being greater than 0.5. This means that the entire questionnaire data set is considered sufficient to meet the conditions of convergent validity.

Tabel 1. Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational commitment	0.887	0.897	0.911	0.564
Motivation	0.859	0.862	0.890	0.505
OCB	0.872	0.875	0.900	0.531

Table 1 shows the value of the composite reliability of each construct is greater than 0.7. Thus, the analysis of the outer model is continued to the level of validity of the outer model. Similarly, the AVE value of each construct in the final model has reached a value of > 0.5. Thus, the proposed structural equation model meets the criterion of convergent validity.

4.2. Inner Model Evaluation

Table 2. R Square

	R Square	Adjusted R Square
Organizational commitment	0.796	0.794
OCB	0.630	0.623

Table 2 shows the calculation results of the R Square Value for the organizational commitment variable of 0.796. This means that the percentage of motivational influence on organizational commitment is 79.6%, which means it is included in the high category, while the remaining 20.4% is explained by other variables that were not examined in this research. The R Square Value for the OCB variable is 0.630. This means that the percentage of the influence of organizational motivation and commitment on OCB is 63%, which means it is included in the moderate category, while the remaining 37.0% can be explained by other variables that were not examined in this research.

4.3. Direct Effect

The value of the direct effect on the research model can be explained in the following figure:

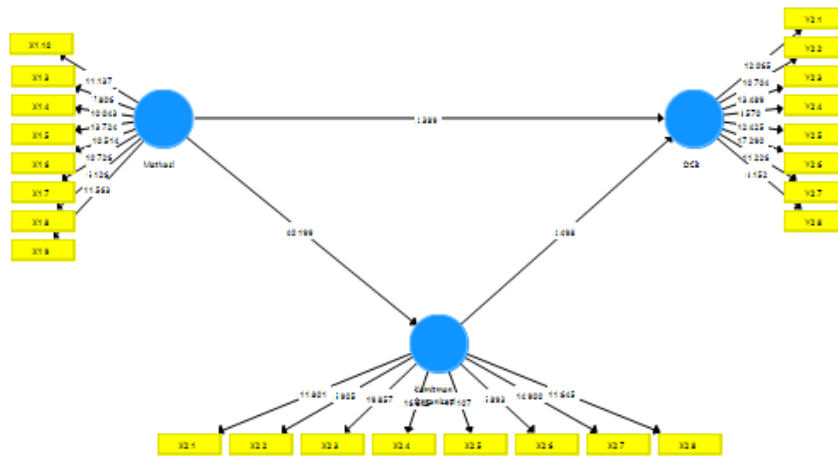


Figure 2. The path coefficient between research variables

Table 3. Direct effect

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational commitment -> OCB	0.422	0.405	0.169	2.498	0.013
Motivation -> Organizational commitment	0.892	0.894	0.022	40.199	0.000
Motivation -> OCB	0.394	0.419	0.165	2.389	0.017

Table 3 shows the results obtained as follows:

The coefficient value of organizational commitment to OCB is 2.498. Therefore, organizational commitment has a positive effect on OCB and the p-value is 0.013, lower than 0.05, which is significant. It can be concluded that organizational commitment has a positive and significant effect on OCB.

The coefficient value of motivation on organizational commitment is 40,199. Therefore, motivation has a positive effect on organizational commitment and the p value is 0.000 lower than 0.05, which is significant. It can be concluded that motivation has a positive and significant effect on organizational commitment.

The coefficient value of motivation on the OCB is 2.389. Therefore, motivation has a positive effect on OCB and the p-value is 0.017 lower than 0.05, which is significant. It can be concluded that motivation has a positive and significant effect on OCB.

4.4. Indirect Effect

The results of the indirect effect in this study are as follows:

Table 4. Indirect effect

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Motivation -> Organizational commitment -> OCB	0.377	0.363	0.153	2.455	0.014

Table 4 displays the results of the indirect effect of the analyzed latent variable. The indirect effect of motivation on OCB through organizational commitment is 2.455, with a p-value of 0.014, which is lower than 0.05, indicating that motivation indirectly has a significant effect on OCB through organizational commitment. In other words, organizational commitment mediates the relationship between motivation and OCB significantly.

V. Conclusion

The results showed that the value of tcount was 40,199 and a p-value was 0.000 lower than 0.05. It was significant. This means that motivation has a positive and significant effect on organizational commitment. The results of the study illustrate that an employee's work motivation is usually indicated by continuous, goal-oriented activities. So what is called a "motivated employee" is an employee whose behavior is directed towards organizational goals and whose activities are not easily disturbed by small disturbances. Individuals who perform below the expectations of their superiors will tend to engage in behaviors that are less supportive of organizational goals because they do not see themselves as able to achieve the goals needed to survive in a company through their own efforts. Thus, the quality of employee service will increase, which will have an impact on the quality of employee service. This agrees with Cholil (2003) that leadership has a positive effect on employee motivation in service organizations.

The result of the research was that the calculated value was 2.389 and the p-value was 0.017 lower than 0.05, which was significant. This means that motivation has a positive and significant effect on OCB. The influence of motivation on OCB can be explained by several indicators, one of which is the need for relatedness, which controls the desire to interact, relate, and care with others and which is very related to the motive in OCB, namely the affiliation motive. A lecturer does his job by interacting with other people and maintaining relationships with colleagues in the implementation of the "tridharma" of higher education. A motivated lecturer will place values on other people and cooperative relationships; from there, things related to OCB will emerge, like courtesy and sportsmanship. By respecting the rights of fellow lecturers, they will prevent problems with work and other relationships (courtesy), as well as tolerate situations that are considered less than ideal (sportsmanship). The results of this research are in line with previous research conducted by Barlian (2015) and Diatmika and Suwandana (2016), who stated that motivation has a significant influence on OCB.

The result of the research was that the t-calculated value was 2.498 and the p-value of 0.013 was lower than 0.05 as significant. This means that organizational commitment has a positive and significant effect on OCB. Based on the results of this research, organizational commitment has a positive and significant effect on organizational citizenship behavior on lecturers in the Riau Islands. In this research, there are nine statement items that describe the commitment of the employee organization to the company. The entire statement is an explanation of the three dimensions of organizational commitment: affective commitment, normative commitment, and sustainable commitment. According to Robbins and Judge (2015, p. 47), organizational commitment is the level at which an employee identifies an organization, its purpose, and their hope to remain a member of the organization. Robbins & Judge (2008, p. 101) divide commitment into three dimensions: affective commitment, which refers to the emotional attachment attached to employees to identify and involve themselves with the organization; normative

commitment refers to the reflection of the feeling of obligation to be an employee of the organization; and sustainable commitment refers to the awareness of employees related to the consequences of leaving the organization and the needs and benefits obtained by employees in the organization to continue to survive in the organization. The empirical finding is in line with previous studies (see Suriyani, Gama, & Parwita, 2019; Ukkas & Latif, 2017).

The empirical results indicated that the indirect effect of motivation on OCB through organizational commitment had a p-value of 0.014, lower than 0.05. Thus, motivation indirectly has a significant effect on OCB through organizational commitment. This result implies that with good motivation will increase the commitment of the organization owned by the lecturers so as to increase the sense of ownership from the lecturers and, in the end, will increase the OCB among the lecturers. Well-motivated organizational commitment reflects the extent to which an individual identifies with the organization and its goals. This is an important work attitude because committed people are expected to display a willingness to work harder to achieve organizational goals and a greater desire to remain employed in the organization.

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