

# The Influence of Work Engagement and Organizational Commitment on Organizational Citizenship Behavior in Kendal City Hospitality Employees

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**Abstract:** This study aims to determine and analyze the effect of work engagement and Organization commitment, on organizational citizenship behavior in Hotel X Purwokerto employees. The sample in this study were 130 hotel employees in Kendal City. Data collection techniques in this study used questionnaire methods, documentation studies, interviews and participatory observation. Data processing in this study using the SPSS version 26 for Windows program. The results of this study prove that the effect of work engagement on organizational citizenship behavior is  $0.013 < 0.05$  and the  $t$  value is  $2.508 > 1.978$ . There is no effect of organizational commitment and organizational citizenship behavior of  $0.127 < 0.05$  and the value of  $t$  count  $0.231 > 0.05$  and the value of  $t$  count  $1.202 < 1.978$ , then there is a simultaneous influence of work engagement and organizational commitment on organizational citizenship behavior is  $0.008 < 0.05$  and the value of  $f$  count  $4.989 > f$  table 3.07.

**Keywords:** Work Engagement, Organization Commitment, Organizational Citizenship Behavior

## Introduction

The hospitality industry plays an important role as one of the supporting sectors of tourism. The success or failure of the hotel business depends on the management of each hotel. Managing a hotel is an easy job if the management applied is right (Soendoro, 2017). Managing the field of hospitality does require its own strategy, it really depends on many factors, such as the level or classification of the hotel, the number of rooms, the supporting facilities owned in each department in each hotel. in general, the problems that occur in each hotel in Indonesia are not much different, namely related to Human Resources (HR) that are less ready to use both in terms of education and skills. Achieving company goals is the desire of every employee, it is also desired by Hotel X. To achieve it requires employee volunteerism in helping other employees in helping other employees in carrying out their duties, doing the work of other employees when their work is piling up and other jobs

related to the demands of the work program in improving service quality or what is commonly called organizational citizenship behavior (OCB).

Conceptualize OCB as behaviors performed by organizational members or employees that are not explicitly rewarded if they do not do so and will not be punished if they do not do so, are not part of the job description owned by employees, and are employee behaviors that do not require prior training to carry them out (Organ & Ryan, 1995). Basically, the concept of OCB is the availability of employees to cooperate (Hazi, 2018). States that to build OCB behavior, employees must feel that they are treated fairly in the procedures and results received (Luthans, 2015). When employees are treated fairly, it will make them feel supported by the organization, and further encourage them to reciprocate by doing OCB outside of formal work requirements (Luthans, 2015). State that organizational citizenship behavior (OCB) is the behavior of organizational membership that is beyond the task (Kreitner, Robert, & Kinicki, 2014).

Some things that companies need to do in increasing organizational citizenship behavior (OCB) are in paying attention to factors that hinder organizational citizenship behavior (OCB) such as organizational commitment (Putra & Sudibya, 2018). Employees who have a strong commitment to be part of the organization and will try to carry out the tasks assigned to them. Employees who have OCB certainly contribute more than expected by the company. This is in line with research conducted by (Purnami, 2014), where organizational commitment has a positive and significant influence on OCB behavior. This shows that employee commitment is an important factor influencing OCB behavior. Highly committed employees tend to show behavior that supports and improves organizational performance. This contribution can be seen from the high work engagement of these employees. Work engagement is one of the factors that influence OCB in employees so that these employees can help other coworkers outside of their roles for the betterment of the company. This opinion is in accordance with research conducted by Wirawan (Fadillah, 2014) that the factors that influence OCB include personality, organizational culture, organizational climate, job satisfaction, organizational commitment, transformational leadership and servant leadership, employee social responsibility, employee age, work involvement, collectivism and organizational justice. Employees who have a higher level of organizational commitment will show organizational citizenship behavior because they will have moral and emotional responsibility to the organization. Apart from that, according to (Solichin & Riyadus, 2018) clarifies several factors that have a negative impact on the most prominent organizational citizenship behavior (OCB) in employees, namely work engagement.

Organizational Citizenship Behavior (OCB) plays an important role in maintaining and improving a positive work climate, both socially and psychologically. Employees' active involvement in work, which is influenced by their commitment to the organization, is key in encouraging OCB behavior. As explained in research on work engagement and OCB conducted by (Handayani, 2016), from the results of the study obtained work engagement has a positive and significant relationship to OCB. (Babcock-Roberson, M. E. & Strickland, O. J, 2010) explained that work engagement and the effect of positive components of OCB have a positive and significant relationship. (Mohsin, 2015) also stated

that the more actively employees are intensely involved with their work, the higher the likelihood for them to show OCB behavior.

(Purnami, 2013) research on organizational commitment and OCB in Administrative employees of LPKIA Bandung Commercial Computer Polytechnic also supports this research. This research explains the positive relationship between organizational commitment and OCB in employees, where the higher the level of organizational commitment in employees, the higher the OCB. Various studies have also shown work engagement has a positive effect on increasing employee organizational commitment. In line with previous research, (Albdour, 2014) in their research also explained that work engagement in employees has a positive relationship with their organizational commitment. According to some of the explanations above, the hypothesis that can be developed in this study is that work engagement and organizational commitment have an influence on OCB in Kendal City hospitality employees.

## **Methodology**

### **Research Design and Approach**

In this study, the research approach used by researchers is to use quantitative research methods by distributing questionnaires to respondents, in this case hotel employees in Kendal City and the research design uses purposive sampling where the sample is defined as a part of the number and characteristics possessed by the population (Sugiyono, 2017).

### **Data Analysis Technique**

The data analysis techniques used in this study used normality test, multicollinearity test and multiple linear regression analysis with the help of SPSS version 26 for Windows program.

The OCB scale is measured based on five dimensions proposed by Organ, Podsakoff and Mackenzie (Mackenzie, Podsakoff, & Dennis W. Organ, 2006). namely altruism, courtesy, conscientiousness, sportsmanship and civic virtue (adapted from (Wahyuni, 2006)). This scale consists of 30 items. The Work Engagement Scale used in this study was adapted from the UWES 17 scale which was compiled based on 3 dimensions of work engagement from (Schaufeli, W. B., & Bakker, A. B., 2003) namely vigor, dedication, and absorptions. The response categories of this scale are Very Unsuitable to Very Suitable with a score range of 1-5. The organizational commitment scale was adapted from (Jaros, 2007) which was compiled based on the dimensions proposed by (Meyer, J.P., & Allen, N.J., 1997) which included three dimensions of organizational commitment, namely affective commitment, continuance commitment, and normative commitment. The response categories of this scale are Strongly Disagree to Strongly Agree with a score range of 1-5.

## **Result and Discussion**

The instrument in this study uses a questionnaire to find out how the influence of work engagement variables and organizational commitment on organizational citizenship behavior in hospitality employees in KendalKendal City. The research conducted

quantitative tests using SPSS version 26 for Windows to test the hypothesis. Data analysis to determine the effect of work engagement (X1) and organizational commitment (X2) and organizational citizenship behavior (Y). From the data collected with the description of the respondents divided into two parts, namely the gender of the respondent and the age of the respondent, it can be concluded that most of the employees who work in Kendal City hotels are male and female and are still in the productive age level.

## Prerequisite Test

### 1. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		130
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	3.43452282
Most Extreme Differences	Absolute	.118
	Positive	.083
	Negative	-.118
Kolmogorov-Smirnov Z		1.347
Asymp. Sig. (2-tailed)		.053
a. Test distribution is Normal.		

This test is to test whether the observations are normally distributed or not, this test uses the Kolmogorov-Smirnov Test. The results of the normality test can be concluded that based on the results of the normality test from the SPSS version 26 for Windows program, it is known that the three variables are known to have a significance value of  $0.053 > 0.05$ , so the asymp.sig value is greater than 0.05 so that the residual value is normally distributed.

### 2. Linearity Test

This study analyzes multiple linear regression researchers using the SPSS statistical program series SPSS version 26 for Windows. SPSS is one of the computer software programs used to process both parametric and nonparametric data, it is known that the sig value of the linearity effect of organizational citizenship behavior (Y) work engagement (X1) is  $0.799 > 0.05$ , it can be concluded that it has been fulfilled, the sig value of the linearity effect of organizational citizenship behavior (Y) with organizational commitment (X2) is  $0.132 < 0.05$ , it can be concluded that it has been fulfilled.

### 3. Multicollinearity Test

		<u>Coefficients<sup>a</sup></u>					
		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta	T	Sig.	Collinearity Statistics
1	(Constant)	38.215	13.056		2.927	.004	
	<u>Variabel Work Engagement</u>	.330	.132	.222	2.508	.013	.932 1.073
	<u>Variabel organizational commitment</u>	.170	.141	.106	1.202	.231	.932 1.073

a. Dependent Variable: Variabel Organizational Citizenship Behavior

The purpose of the multicollinearity test is to find out whether there is a correlation between the independent variables in the regression model. A good regression model should not have a correlation between independent variables. To determine the presence or absence of multicollinearity, it can be seen from the Variance Inflation Factor (VIF) and tolerance ( $\alpha$ ) values. Based on the results of the multicollinearity test using the SPSS version 26 for Windows program, based on the multicollinearity test results, it is known that the sig.tolerance value is  $0.932 > 0.10$ , it can be concluded that there is no multicollinearity and based on the multicollinearity test results, it is known that the sig.VIF value is  $1.073 < 10.00$ , it can be concluded that there is no multicollinearity.

### Hypothesis Test

The purpose of hypothesis testing is to be able to decide whether the hypothesis to be tested is rejected or accepted, based on the results of multiple linear regression calculations, the

		<u>Coefficients<sup>a</sup></u>				
		Unstandardized Coefficients		Standardized Coefficients		Sig.
Model		B	Std. Error	Beta	t	
1	(Constant)	38.215	13.056		2.927	.004
	<u>Variabel Work Engagement</u>	.330	.132	.222	2.508	.013
	<u>Variabel organizational commitment</u>	.170	.141	.106	1.202	.231

a. Dependent Variable: Variabel Organizational Citizenship Behavior

### 1. First Hypothesis Testing

It is known that the sig. value for the effect of x1 on y is  $0.013 < 0.05$  and the t value is  $2.508 > 1.978$  so it can be concluded that h1 is accepted, which means that there is an effect of variable x1 on variable y.

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	119.554	2	59.777	4.989	.008 <sup>a</sup>
	Residual	1521.677	127	11.982		
	Total	1641.231	129			
a. Predictors: (Constant), <u>Variabel</u> organizational <u>commitment</u> , <u>Variabel</u> Work Engagement						
b. Dependent Variable: <u>Variabel</u> Organizational Citizenship Behavior						

### 2. Second Hypothesis Testing

It is known that the sig. value for the effect of x2 on y is  $0.127 < 0.05$  and the calculated t value is  $0.231 > 0.05$  and the calculated t value is  $1.202 < 1.978$  so it can be concluded that h2 is rejected, meaning that there is no effect of the x2 variable on the y variable.

### 3. Third Hypothesis Testing (H3)

Based on the output above, it can be seen that the significance value for the effect of x1, x2 simultaneously on y is  $0.008 < 0.05$  and the value of f count  $4.989 > f$  table 3.07 so it can be concluded that h3 is accepted, which means that there is an effect of x1 and x2 simultaneously on y.

## Coefficient of Determination

<u>Model Summary<sup>b</sup></u>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.270 <sup>a</sup>	.073	.058	3.461
a. Predictors: (Constant), <u>Variabel organizational commitment</u> , <u>Variabel Work Engagement</u>				
b. Dependent Variable: <u>Variabel Organizational Citizenship Behavior</u>				



Based on the results of the calculation of the coefficient of determination, the adjusted R square value (coefficient of determination) is 0.058, which means that the independent variable (x) on the dependent variable (y) is 58%.

## Discussion

Organizational citizenship behavior (OCB) refers to actions taken by employees outside of their regular job duties that contribute to the smooth operation of the business (Rachmaningrum, 2019). According to (Ruswati, T. E, Hudayah, S, & Priyagus, 2022), organizations practicing organizational citizenship behavior (OCB) or extra role behavior do so in a way that is not explicitly recognized or compensated by the formal reward system. The term “organizational citizenship behavior” (OCB) refers to voluntary efforts made by employees to improve the efficiency and effectiveness of organizational operations, “above and beyond” the requirements of their job description. Based on the research results, it is known that the adjusted R square value (coefficient of determination) is 0.058, which means that the independent variable (x) on the dependent variable (y) is 58%, which shows the influence of work engagement and organizational commitment as independent variables on organizational citizenship behavior as the dependent variable. This means that the hypothesis in this study is accepted, namely that there is an effect of work engagement and organizational commitment on organizational citizenship behavior in hospitality employees in Kendal city. Based on the results of the correlation test, work engagement and organizational commitment have a positive influence which indicates that the higher the work engagement of Kendal City hospitality employees, the higher the organizational commitment of Kendal City hospitality employees. Vice versa, the lower the work engagement of Kendal City hospitality employees, the lower the organizational commitment in Kendal City hospitality employees.

The results of this study are in line with the research of (Albdour, 2014) in their research also explained that work engagement in employees has a positive relationship with their organizational commitment. The results of research conducted by (Ahmed, Rasheed, & Jehanzeb, 2012) who found that work engagement can lead to OCB employees. In addition, Rukhum (in Ahmed et al., 2012) also found a positive relationship between work engagement and OCB. The dimensions of OCB are also characteristics of work engagement, but the OCB dimension that has the strongest correlation with work engagement is the one that refers to the “extra-mile” (Ahmed et al., 2012). By having good work engagement, employees will have the desire to work, to make things better, work longer, work harder, achieve more and talk positively about their organization. Antecedents of work engagement include job characteristics, rewards and recognition, organizational support, supervisor support, distributive justice and procedural justice.

However, based on the results of hypothesis testing, it is known that  $0.127 < 0.05$  and the calculated t value is  $0.231 > 0.05$  and the calculated t value is  $1.202 < 1.978$  so it can be concluded that  $H_2$  is rejected, meaning that there is no effect of organizational commitment variables on organizational citizenship behavior. These results state that organizational

citizenship behavior has a positive but insignificant effect on organizational commitment, this is in line with research conducted (Priyandini Lathifah, 2020) which states that organizational commitment has no effect on OCB.

Often, employees show dedication that goes beyond their job description, performing actions known as Organizational Citizenship Behavior (OCB). organizational climate and culture will be a factor in the emergence of Organizational Citizenship Behavior (OCB), where employees voluntarily perform tasks beyond their formal responsibilities. In a positive organizational climate, employees feel more willing to do their work beyond what has been required in the job description and will always support organizational goals if they are treated by superiors sportingly and with full awareness and believe that they are treated fairly by their organization (Hidayah, S & Harnoto, H., 2018). Werner (Mehboob, F & Bhutto, N., 2012)) also asserts that only satisfied employees are more likely to display positive behaviors that can effectively contribute to the overall functioning of the organization. Employees will tend to display OCB when they feel satisfied with their work provided by the organization or their coworkers (Fisk, G. M & Friesen, J. P., 2012)

From the results of employee work status data, there are empirical mean results on OCB variables higher than employees with work status as contract employees. This is in line with the findings of previous research by (Rahmawati, T & Prasetya, A, 2017). However, employees with contract work status, usually still have the desire to continue in their work and be appointed as permanent employees, therefore contract employees usually show their OCB better. Furthermore, in the category of employee tenure, it is known that OCB is higher in employees who have more than 10 years of working age. The possibility of decades of experience allows employees to understand the organizational climate and organizational culture deeply, so that they are able to overcome and anticipate everything that will happen. As said by (Robbins, S & Judge, T, 2013) that the longer a person's tenure shows a positive relationship with his work productivity.

## Conclusion

After testing with the SPSS version 26 for Windows program, a conclusion can be drawn: (1) The work engagement variable has a positive and significant effect on the organizational citizenship behavior variable, the more appropriate the work engagement process in the organization will have an impact on organizational citizenship behavior, (2) the organizational commitment variable has no significant effect on the organizational citizenship behavior variable, meaning that there are still employees who do not think that organizational citizenship behavior is something important that employees need to have to increase employee commitment, (3) there is an effect of work engagement and organizational commitment on organizational citizenship behavior. From these results it can be concluded that the higher the work engagement and organizational commitment, the more organizational citizenship behavior increases. Vice versa, the lower the work engagement and organizational commitment, the lower the organizational citizenship behavior. Based on the results of the research that has been done, it is suggested to



permanent employees to further maintain organizational citizenship behavior, so that service to customers gets the best service. For subjects to maintain their attachment and commitment so that they can create the desire and hope to help with work related to organizational goals.

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