# The Influence of Perceived Organizational Support and Proactive Personality on Organizational Commitment and Organizational Citizenship Behavior Among Banking Employees in Malang

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*Abstract*—In current banking industry competition, not only support from the organization are needed by employees to increase commitment and organizational citizenship behaviour (OCB), but also the employees' personality itself are important. Using social exchange theory, this research aims to determine the effect of organizational support (POS) and proactive personality on commitment and OCB. Quantitative explanatory approach and Partial Least Square Structural Equation Modelling (PLS-SEM) are used in this research. Questionnaires collected from 92 samples of Bank Negara Indonesia (BNI) permanent staffs in Malang. Using SmartPLS 3.0, the result of this research show that POS is a significant predictor of employees' organizational commitment. On the other hand, proactive personality insignificantly affects the employees' organizational commitment, but significantly affect employees' OCB. This research also shows that only employees' organizational commitment that are successfully mediate the relationship of POS and OCB.

*Keywords—social exchange theory (SET), perceived organizational support (POS), proactive pesonality, organizational commitment, organizational citizenship behavior (OCB)*

## I. INTRODUCTION

In digital banking era 4.0 organizational commitment become crucial for the companies due to the rapid growth of financial technology (fintech) and the increasing level of competition. It is essential for the companies to encourage their employee's organizational commitment because employees play important role in every part of the organization to carry out the objectives in resulting competitive advantage. Conversely, according to the data from Towers Watson Indonesia in 2014, bank companies have poor statistics in maintain their human resources [1]. Survey result by PricewaterhouseCoopers (PwC) Indonesia in 2014 reveal that the turnover rate in this sector reached 15% [2]. Furthermore, survey conducted by Mercer Talent Consulting & Information Solution in 2015 found turnover rate in this sector was 16%, the highest rate compared to other industrial sectors in Indonesia [1].

High turnover rate indicates that employee's organizational commitment is low, as "organizational commitment" referred to a strong desire to remain in a certain organization, and acceptance of the organizational values and goals [3]. Many critical variables that encourage employees' organizational commitment e.g., external, and internal variables. Perceived organizational support (POS) as an external variable play an important role to make employees stay in organization and work in full capacity as an organizational member [4]. The high level of organizational support will enhance a feeling of employee to carry out the best effort on duties, not only because they feel they have to, but also obliged to repay the support from organization by showing positive attitude towards the organization [5]. A number of empirical studies have also proven the relationship between POS and organizational commitment [4,6,7].

In order to be an effective and successful organization, employees have to dedicate their maximum attention, time, and passion to the organization beyond their formal job requirement. This behaviour refers to organizational citizenship behaviour (OCB) [8]. Employees with OCB will show some attitudes e.g., help each other in the workplace, working overtime without extra pay, complying informal codes of conduct [6], volunteering for additional work and avoiding unnecessary conflicts [9]. Several previous studies reveal that OCB is the result of organizational commitment and POS. Researchers found a significant correlation between these two variables [10,11]. Employees who are committed to their organization tend to show OCB compared to those who are not committed [12].

Social exchange theory (SET) explains that every interaction between individuals is a form of resource exchange [13]. In this study, SET is used to explain the relationship

between POS, organizational commitment, and OCB. The basic assumption of SET is that the parties involved will mutually enhance good relationship in hope it will benefit them in the future [13]. Social exchange theorists assumed "job" as a form of "exchange" between effort and loyalty for social benefits and rewards [8]. Supported by reciprocal norms on SET, if organization supports their employees (beyond employees' expectation), employees will give reciprocity by committed to the organization, work beyond their formal job requirements, and more willing to retain their membership in the organization.

Previous studies largely focus on analysing variable that encourage organizational commitment and OCB from external factors [6,7,12]. Just a few of previous studies that consider internal factors, such as personal factors, on increasing employees' organizational commitment. However, beside support from organization, employees' personality itself are important to enhance organizational commitment and OCB. Proactive personality as an internal variable play an important role in it as a proactive individual are able to identify opportunities and do appropriate actions to take advantage of these opportunities, show initiative until significant changes occur [14]. Employees with a high level of proactive personality found to have a high level of organizational commitment as well [15]. Some studies reveal that proactive personality affect the organizational commitment [16] and has the strongest predictive value for OCB than other personality factors [17,18]. Therefore, there is a gap in existing literature that will be filled by analysing the effect of proactive personality on organizational commitment and OCB. But the other influence of personality also taken into account, considering that the level of proactivity also depends on employee autonomy and the responsibility they have.

This research was conducted in Bank Negara Indonesia (BNI) Regional Office Malang, where the turnover rate is 15.7%, which is the highest rate among others State-Owned Banks in Malang [19]. The ideally turnover rate of banking industry should be only 5% to keep confidentiality of customer data [1]. The low rate of organizational commitment that lead to turnover can disrupt the company's operational stability. Due to the limited studies that consider personality factors, this research will give insight to the factors that encourage commitment and OCB, both from external and internal variable. Therefore, this research aims to analysing the influence of POS and proactive personality on organizational commitment and OCB.

## II. METHOD

This research is an explanatory research with quantitative approach that conducted in Bank Negara Indonesia (BNI) Malang. Saturated technique sampling used in this research to collected questionnaire from 92 permanent staffs of BNI Malang. The respondents' average age is between 26-35 with 4 years average work experience. Most of them were bachelor holders, which 55,4% are female and 44,5% are male.
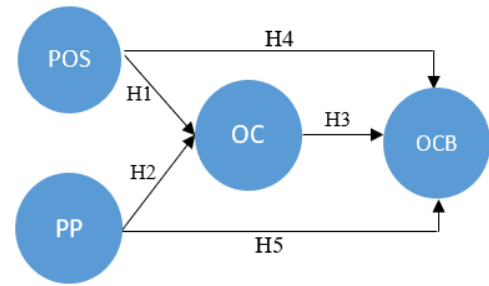
### A. Research Hypothesis



Fig. 1. Hypothesis model.

According to Figure 1, the research hypothesis are as follow:

**H1:** There is an influence of perceived organizational support on organizational commitment.

**H2:** There is an influence of proactive personality on organizational commitment.

**H3:** There is an influence of organizational commitment on organizational citizenship behaviour.

**H4:** There is an influence of perceived organizational support on organizational citizenship behaviour.

**H5:** There is an influence of proactive personality on organizational citizenship behaviour.

### B. Measurements

This research use Likert five-point scale which (5) refers to "strongly agree" and (1) refers to "strongly disagree". POS variable use Survey of Perceived organizational Support (SPOS) short version as the measurement, which developed by Eisenberger et al. with total 8 items [20]. Proactive personality dimensions refer to Parker and Collins literature [21], while the items adapted Searle's questionnaire regarding proactive personality and proactive work behaviour [22]. Organizational commitment measure by Allen Meyer Organizational Commitment Scale with 18 items in total [23]. OCB measurement refers to OCB scale by Podsakoff et al. [24] while the items adapted questionnaire by Prasetio [25].

### C. Evaluation of Measurement Model (Outer Model)

The validity test was calculated in two stages. The first stage, all items will be tested, then items that have loading factor value < 0.7 must be removed from the construct. Then the second phase of validity test was calculated as presented in Table 1. While the reliability determined from composite reliability value and average variance extracted (AVE) value. The construct is reliable if the composite reliability value > 0.70 and the AVE value is at least 0.5. According to Table 2, the composite reliability value for each variable as follow: POS = 0.882; proactive personality = 0.910; organizational commitment = 0.870; and OCB = 0.919 with AVE value > 0.5. It can be concluded that the instrument is reliable.

TABLE I. OUTER LOADING CONVERGENT VALIDITY

| Variable | Indicator | Item | LF > 0.7 = Valid | |
|---|---|---|---|---|
| | | | *LF* | *Info* |
| Perceived Organizational Support | POS | POS1 | 0.826 | Valid |
| | | POS4 | 0.791 | Valid |
| | | POS6 | 0.763 | Valid |
| | | POS8 | 0.844 | Valid |
| Proactive Personality | Taking charge | TC3 | 0.789 | Valid |
| | Voice | VC1 | 0.858 | Valid |
| | | VC3 | 0.820 | Valid |
| | | VC4 | 0.800 | Valid |
| | Problem Prevention | PP2 | 0.737 | Valid |
| | | PP3 | 0.743 | Valid |
| Organizational Commitment | Affective commitment | AC1 | 0.718 | Valid |
| | Continuance commitment | CC2 | 0.722 | Valid |
| | | CC6 | 0.742 | Valid |
| | Normative commitment | NC3 | 0.802 | Valid |
| | | NC4 | 0.795 | Valid |
| Organizational Citizenship Behavior | Altruism | AT1 | 0.803 | Valid |
| | | AT2 | 0.770 | Valid |
| | | AT3 | 0.849 | Valid |
| | Coutersy | CT1 | 0.760 | Valid |
| | | CT2 | 0.808 | Valid |
| | Civic virtue | CV1 | 0.787 | Valid |
| | | CV2 | 0.721 | Valid |

Source: SmartPLS result, 2020

TABLE II. COMPOSITE RELIABILITY AND AVE

| Variable and Indicator | Composite Reliability | AVE |
|---|---|---|
| **Perceived Organizational Support** | 0.882 | 0.651 |
| **Proactive Personality** | 0.910 | 0.628 |
| Taking Charge | 0.793 | 0.561 |
| Voice | 0.898 | 0.746 |
| Individual Innovation | 0.860 | 0.672 |
| Problem Prevention | 0.824 | 0.701 |
| **Organizational Commitment** | 0.870 | 0.573 |
| Affective Commitment | 0.871 | 0.695 |
| Continuance Commitment | 0.880 | 0.648 |
| Normative Commitment | 0.860 | 0.674 |
| **Organizational Citizenship Behaviour** | 0.919 | 0.618 |
| Altruism | 0.928 | 0.812 |
| Contentiousness | 0.878 | 0.707 |
| Sportsmanship | 0.837 | 0.720 |
| Courtesy | 0.912 | 0.776 |
| Civic Virtue | 0.901 | 0.751 |

Source: SmartPLS result, 2020

## III. RESULTS

Based on the hypothesis test result on Table 3, the following results are obtained:

- Test result for H1 reveal that the path coefficient of POS on organizational commitment is 0.512, the t-test value is 5.458 and a P-value of 0.000. The t-count value is greater than the t-table (t-table=1.960) and the P-value is less than 0.05. This result means that POS has a

significant effect on employees' organizational commitment, so H1 was accepted.

- Test result for H2 show that the path coefficient of proactive personality on organizational commitment is 0.196, the t-test value is 1.582 < t-tabel and P-value of 0.114 > 0.05. This result show that proactive personality has a non-significant effect on organizational commitment, so H2 hypothesis was rejected.

- Test result for H3 reveal that the path coefficient of organizational commitment on OCB is 0.345, the t-test value is 4.329 > t-table and P-value of 0.000 > 0.05. This result means that organizational commitment has a significant effect on OCB, so H3 was accepted.

- Test result for H4 reveal that the path coefficient of POS on OCB is 0.196, the t-test value is 1.582 < t-table and P-value of 0.114 > 0.05. This result means that POS has a non-significant effect on the OCB, so H4 was rejected.

- Test result for H1 reveal that the path coefficient of proactive personality on OCB is 0.516, the t-test value is 6.657 > t-table and a P-value of 0.000 < 0.05. This result means that proactive personality has a significant effect on the OCB, so H5 was accepted.

TABLE III. RESULT OF HYPOTHESIS TESTING

| Variable | Original Sample (O) | T statistics | P-values | Result |
|---|---|---|---|---|
| POS -> OC (H1) | 0.512 | 5.458 | 0.000 | Accepted |
| OC -> OCB (H3) | 0.345 | 4.329 | 0.000 | Accepted |
| PP -> OCB (H5) | 0.516 | 6.657 | 0.000 | Accepted |
| PP -> OC (H2) | 0.196 | 1.582 | 0.114 | Rejected |
| POS -> OCB (H4) | 0,176 | 1.613 | 0.107 | Rejected |

Source: SmartPLS result, 2020

## IV. DISCUSSION

This research was analysed external (POS) and internal (proactive personality) variable in influencing employees' organizational commitment and OCB. The major finding of this research show that POS has a greater influence on organizational commitment rather than proactive personality (H1 accepted and H2 rejected). This result is consistent with the social exchange theory and some previous studies i.e., study by Muhammad, Gunduz, and Sherwani [4,6,26]. This means that if organization support and value their employees, they tend to be committed to the organization and more likely to stay as a member of organization [27]. Rhoades and Eisenberger also stated that the high level of organizational support will create a feeling of employees to fulfil their obligations, not only because they have to, but also reciprocate by showing positives attitude towards organizational goals [5].

Due to the limited studies that considered personality factors as organizational commitment and OCB antecedent, there is a gap in existing literature that will be filled by analysing the effect of proactive personality on organizational commitment and OCB. The result found that proactive personality has a significant influence on OCB (H5 accepted). Among all antecedents of OCB in this research, proactive personality has a greatest influence on OCB rather than organizational commitment and POS (H3 accepted but H4 rejected). This means that individual with high level of proactivity tend to work beyond the formal job requirements. In accordance with this finding, Gan and Cheung found that employees with proactive personality are more motivated to take initiatives to contribute to the organization and increase their willingness to be involved in OCB [28]. Another study by Podsakoff et al. institute that individual with high proactive personality tend to show OCB as well as other personality traits associated with OCB [29].

Proactive personality found to be non-significantly affect organizational commitment. This result is contradicting with the study conducted by Joo and Bennett [15] and Gudermann [27] who found that proactive personality positively affects organizational commitment, especially affective commitment. This contradiction might be caused by the difference of the research location. Joo and Bennett conducted study in a privately owned enterprise, while this research conducted in a state-owned bank. In fact, the level of proactivity is highly corelated on employee autonomy [15]. Compared to privately owned enterprises, the level of employee autonomy in state-owned enterprise is less efficient in carrying out their business activities due to political interference [30].

Organizational commitment found to be significantly affect OCB. If organizational members are committed and loyal to their organization, they tend to show extra role behaviour by working more than what is specified in their job descriptions. Organizational commitment also success to mediates the relationship between POS and OCB. This become interesting because the direct effect of POS on OCB was not significant, but after mediate with organizational commitment, it becomes significant. This result indicates that if company want to increase the level of employees' OCB through POS, the first step to be taken is improving employees' commitment towards organization.

## V. CONCLUSION

Supported by previous research, this study found that to encourage organizational commitment among employees, the essential variable is support from the organization. Another finding suggests that proactive personality has the greatest effect on OCB rather than organizational commitment and POS. The main limitation of this research was the data only gathered in a single organization using a single collection tool and in a single cultural setting (Asia/Indonesia). While hypotheses were built mainly using Western-based literature. This lead to some of the results were consistent with the predictions based on previous Western studies, and the rest is

not. The authors recommend that the future research should study multiple companies and more varied respondents in general. In addition, future research also can build the hypothesis in another cultural setting literature.

Due to limited studies that consider personality rather than organizational factors in increasing commitment and OCB, this research will give insight to the influence of POS and proactive personality on organizational commitment and OCB. For the organization, they responsible to create POS that increase organizational commitment and find the suitable employees with the right characteristic of proactivity. Moreover, companies need to enhance hiring process in organization by developing methods to identify employees with proactive personality and keep going with the existing process of organizational support. We hope that this research can pave the way for future research and give empirical support for management practice.

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