

Impact of Affective Commitments with Employee Performance Moderated Organization Citizenship Behavior (OCB)

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Abstract. The research explains about determining the impact of the variables studied in this research. the variables tested including the influence of affective commitment to employee performance, the influence of affective commitment on Organization Citizenship Behavior (OCB), and the influence of employee performance on Organization Citizenship Behavior (OCB). This research was using a quantitative approach. Questionnaire and documentation were used to collect data. This data analysis used for study analysis using SPSS Version.22. Based on the results of the analysis shows that the variables of affective commitment have a significant effect on employee performance, and the influence of affective commitment to the Organization Citizenship Behavior (OCB), and there is also a positive and significant influence of Organizational Citizenship Behavior on Employee Performance .

Keywords: Affective commitment, performance, OCB.

Introduction

Organizational commitment is a person's attitude towards the organization in the form of loyalty and achievement of the mission and vision, values and goals of the organization (Wood & Wilberger, 2015). Someone maybe can be have a high commitment to the organization can be identified by characteristics such as trust and acceptance of the strong strong acceptance against the objectives and values of organizations working, Strong desire to work for the organization, and a permanent member of the organization (Choi, & Colbert, 2015) so that it can lead to affective commitment to employees.

Yousef (2017), said that there are four types of organizational commitment, usual commitment, affective commitment, continuous commitment and normative commitment. Of the three types of commitments mentioned, this paper focused on affective commitment. Affective commitment is the emotional involvement of an employee in the organization in the form of feelings of love in the organization (Amin, et.al, 2018). Something similar is said (McDonald, & Park, 2018) feelings of love in the organization that led to the willingness to stay on and develop social relationships and appreciate the value of the relationship with the organization due to have been a part of the organization.

Work performance is the work quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him or her. Performance is also defined as the results and process of work done in a planned manner at the time and place of the employee and organization concerned (Caillier, 2014). Overall employee performance is the result of work done by someone in the organization to achieve the desired goals. So that it will have a positive impact on the organization itself, which gives rise to behavior

where an employee performs a job on his own behalf without coercion or abbreviated as OCB (DiPaola et, al. 2014).

Organization Citizenship Behavior (OCB) is an employee contribution to work voluntarily beyond the demands of the organization or what is required by organizations that support the functioning of the organization effectively (Susilo & Warso, 2016). Organization Citizenship Behavior (OCB) often referred to as behavioral organizational citizenship in which an employee wants to do something work beyond what has been described with sincerity without appreciation (Bolino, et.al, 2015).

Gelens (2015) stated in his research that organizational support correlated significantly with affective commitment, whereas in research (Susilo et al., 2016) found organizational commitment had a positive effect on employee performance, this condition meant that an increase in organizational commitment of company employees would be able to improve employee's work performance. Thakre, (2016) found a significant positive correlation between expectations and organizational commitment, and organizational commitment has a positive effect on OCB, that is, employees with high expectations then the behavior Citizenship Behavior Organization will be higher. Behavior that would enable organizations to recognize the importance of Good Hope in the workplace. This paper aims to analyze the influence of affective commitment to performance moderated by Organization Citizenship Behavior (OCB) to employees.

According to De Waal, A et al, (2017), performance is the result of work associated with organizational objectives, efficient and effective so that the achievement of organizational goals can be influenced by an increase in employee performance. Latorre, et al., (2016) says that the performance of an employee performance of duties

which have been assigned by the organization. Performance is the quantity or quality of a product that is produced or services provided by an employee who does work (J.Anitha, 2014).

Literature review

Performance differentiated into two, specifically, the performance of individual and organizational performance. Individual performance is the work of employees both in quantity and quality based on standards set by the organization, while the performance of the organization is a combination of individual performance with the performance of the group (Akron S., et al., 2016). It can be concluded that the performance is the assessment of the work of an employee in the organization an accordance with the duties and responsibilities within the chain reaching organizational goals. There are several factors that affect the performance of employees, according to Nugroho & Afif, (2014) the employee's performance is influenced by several factors, specifically.

Quality of work. Level for a good or bad level of work done by employees that can be seen from the accuracy, skills and work skills of an employee. Job quantity. is how much the work load or the amount of work that must be completed by employees, which is measured by the ability quantitatively in achieving the target or work results. Job knowledge is the process of placing an employee in accordance with background education or expertise in certain field. Cooperation a very important factor in an organization's life is where between the leaders of the organization and its employees a conducive and reciprocal relationship is mutually beneficial. Creativity is the ability of an employee in carrying out tasks with their own initiative which is considered capable efficiently and can create new changes in order to achieve organizational goals. Innovation ability to create new things to improve organizational and organizational progress. Initiative employees who have initiatives such as the ability to take appropriate steps in the face of difficulties. Ability to do work without help based on the explanation above the individual performance can be measured, which on an individual level is related with work which refers to the main responsibilities, main activity areas or key assignments that are part of the employee's job. Focus on results as expected and achieved an employee how their contribution towards the achievement of targets per person, teams, departments and agencies.

Affective commitment

Affective commitment is an employee's emotional attachment to the organization. Employees with higher affective commitment are likely to volunteer to work extra apart from the responsibilities given (M.Wood, 2018). According to Tremblay, Hill, & Aubé, (2017) organizational commitment is a belief and acceptance of organizational goals and values, strong achievement and desire to maintain organizational membership. Whereas

according to Demirtas & Akdogan (2015) affective commitment as emotional, attachment, identification, and involvement in the organization, affective commitment refers to the feeling of belonging and sense of indifference to the organization. Organizational commitment can grow because individuals have emotional ties to the organization which include moral support and acceptance of the values that exist in the organization and determination in serving the organization (Amin et al., 2018). Organizational commitment is multi-dimensional, therefore Lapointe et al., (2011) distinguishes the form of organizational commitment divided into three components, specifically

Affective commitment maybe is something related to emotional attachment, and the involvement of individuals in an organization, individuals who have strong affective commitment will continue to work in the organization because they really want to do that. Employees' perceptions of the loss they will face if they want to die from the organization, so employees will consider the advantages and disadvantages if they want to continue to join the organization. Individuals who work based on continuance commitment will survive in the organization because they need to do this and there is no other choice. Normative commitment is the individual's feelings about the obligations he must give to the organization, because these actions are the right things to do. This means that individuals with high normative commitment will feel that they are obliged to (ought to) survive in the organization where they join.

Commitment is the individual's desire to remain as a member of the organization, received a goal espoused values of the organization and it is realized with terms of service. Their commitment to good organization of the individual will have positive impact on the outcome of both the organization and the reduced intensity of members to leave the organization. Kartik et al., (2017) stated that affective commitment provides a strong effect directly on the intention to leave the organization. If the affective commitment is high, then the intention to organizations is also low. Individuals who have the dedication and loyalty to the organization is also determined by the commitment of affective or emotional attachment to the organization. (Sultan, 2017) To suggest that affective commitment to the organization's employees are influenced by four factors, specifically :

Personal characteristics.

Gender, age, tenure in the organization, marital status, level of education, need for achievement, work ethic, and individual perceptions of their competence.

Job characteristics and work experience.

The strongest cause in affective commitment is work experience, especially experiences that can meet the psychological needs of employees to feel comfortable in the organization as well as competent in doing work according to their role.

Structural characteristics.

Covering the size of the organization, the presence of trade unions, the extent of control, and centralization of authority. This research will be focused on affective commitment, as affective commitment has been recognized as one of the most important predictors of OCB, and as the strongest correlation of normative commitment, and ongoing commitment. Employees who are in the organization based on affective commitment will be more likely to show the level of OCB (Purba et al., 2015).

Organization Citizenship Behavior (OCB)

Veli (2017) stated that Organization Citizenship Behavior that take place by an employee voluntarily in promoting organizational effectiveness but does not explicitly valued by the organization. Obamiro et al., (2014) found the behavior of an employee such as OCB is beneficial to the organization, since the employee will perform additional tasks without delays and complaints, timeliness, voluntary use of organizational resources efficiently, share ideas and positively represent the organization.

Zhang (2005) says that OCB is referring to anything that employees choose to do spontaneously and on their own accord which often lies outside the obligations of a work contract that has been determined by the organization. Begum, Zehou, Amzad, & Sarker, (2014) mention there are five factors that influence OCB, namely: Altruism, is the behavior of employees who help other colleagues who have difficulty in carrying out tasks both work problems and personal problems.

Courtesy, where employee behavior that rewards other earnings of his coworkers, such as consulting with colleagues before making a decision. Be sincere, where the employee's behavior shows that the employee is interpreting and obeying the rules set by the organization Sportivity, behavior of employees willingness to tolerate a large problem situation without complaining. Citizenship, matters that can affect negative things for the Organization. The type and design in the research used quantitative method. This research uses a sampling technique that is non-probability sampling with saturated sampling technique. Saturated sampling is a sampling technique when all members of the population are used as samples. This is often done if the number of samples is relatively small. This study uses three variables: affective commitment as (X), performance as variable (Y) and Organization Citizenship Behavior (OCB) as a Moderation (M) variable.

For the answer, the problem in the research was so many proposed hypothesis, then the data obtained was then processed according to the analysis needs for the sake of discussion, the data was processed based on descriptive statistics. Data collection methods can be done by interview techniques, questionnaires questionnaires, and observations observations. And the combination of all three of them in this study uses parametric inferential statistical techniques, namely linear regression analysis and path causality analysis

with the help of SPSS 22. This analysis technique can be used after the regression model is free from the symptoms of classical assumptions.

The indicators used in the variables of affective commitment, performance, Organization citizenship behavior (OCB) are (Performance): Quality of self, Quantity of work, Knowledge of work, Cooperation, Innovation, Creativity, Initiative. Affective commitment, job characteristics, characteristics of experience, personal characteristics, and structural characteristics.

Discussion

The research was to examine about impact of affective commitment, performance and OCB organization citizenship behavior using a quantitative approach. In this research, affective commitment has a positive and significant effect on employee performance. In this study, it is in line and supports the results of a predetermined hypothesis, when employees have an affective commitment, employees can perform well in the organization so that it can benefit the company and the employees themselves. In this study it was found that affective commitment possessed by employees tends to have more emotional attachment to the organization.

Affective commitment that is in the employee have something related to emotional attachment, and the involvement of individuals in one organization, individuals who have strong affective commitment will be continue to work in the organization because they really want to do that. For this reason it is important in the organization of employees who have the commitment so that they can help achieve the goals of the organization to improve the quality and quantity of the company. But many also can affect an employee's affective commitment.

Factors that influence the affective commitment such as job satisfaction, employees who feel satisfied in the organization's environment, it can be inferred to commitment effectively making it profitable for the company and the employees themselves, one employee may feel satisfied with the factor of wages or salaries of their opportunity for promotion, facility and education. As for the other factors that can influence affective commitment is OCB or employee tolerance attitude towards work.

Attitudes of OCB that exist in the employee can also impact employee affective commitment. OCB Is an employee's attitude that performs additional tasks without coercion from other parties that run voluntarily without expecting more rewards, factors that can affect an employee who has affective commitment is support the organization, the stronger an employee feels that he is supported by the organization then the employee tends to feel that he has become part of the organization that can lead to employee affective commitment so that it can help improve employee performance.

Affective commitment can fulfill basic psychological needs of employees and provide a positive emotion, employees who have a high affective commitment

compared with employees who lacks commitment. Affective commitment of employees said to be high when employees feel level high conformity with the values set by the organization. OCB is also important owned by the employees in an organization, because many of the benefits gained by the organization by having employees with high OCB that can tell to committed employees are affective and achievement and can benefit the organization and the employees themselves.

Conclusion

Based on the research analysis and discussion of the impact of affective commitment on the performance and Organization of citizenship behavior (OCB) on employees in the organization, it can be concluded that there is positive evidence that significant affective commitment affects employee performance. Affective commitment is one of the most important variables considering that this commitment is an emotional bond that is long-term for employees and their organizations so that this is valuable for the interests of the organization that can improve employee performance. Employee OCB attitudes can also affect affective commitment. OCB is the attitude of an employee who carries out additional duties without coercion from other parties that are carried out voluntarily without expecting more rewards.

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