



## Effect of Organizational Commitment and Integrity to Organizational Performance through Organizational Citizenship Behavior of PT. Olam Indonesia

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## ABSTRACT

*This study aimed to determine the effect of organizational commitment and integrity to organizational performance through organizational citizenship behavior variables. The study was conducted on the organization of PT. Olam Indonesia by sampling using a saturated sample of 90 employees in all parts of the organization. Analysis of data using path analysis. The results showed that organizational commitment and integrity effect on organizational performance through organizational citizenship behavior variables.*

**Keywords:** *organizational commitment, integrity, organizational citizenship behavior, and organizational performance*

## Introduction

Organizational performance is an important thing that you want for each organization. Kaplan and Norton (1992) the organization's performance should be measured in terms of concept not only financial but also from non-financial. Performance can be measured by productivity, quality, and consistency and so on. On the other hand measure organizational performance outcomes, behavioral and normative level, education and concepts generated including management development (Richard, 2002). Measuring the performance of the organization according to the concept of PBM SIG (the performance-based management special interest group is to perform monitoring and reporting programs and pay attention to objectives achieved. Performance is measured based on the activities of the program run, products, and services resulting from.



Factors that affect the performance of the organization include organizational commitment, integrity, and organizational citizenship behavior. According to Robbins and Judge (2008:100) organizational commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means favoring organizations that recruit such individuals.

Other factors that affect the performance of the organization is integrity. Integration is acting consistent with the values and policies of the organization as well as the code of professional conduct, even in a state that is difficult to do so. Simply put, motivation showed firmness attitude, merging deeds and moral values embraced by someone.

## **Literature Review**

### ***Organizational Commitment***

According to Robbins and Judge (2008:100) organizational commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means favoring organizations that recruit such individuals.

Meanwhile, according to Moorhead and Griffin (2013:73) organizational commitment is an attitude that reflects the extent to which an individual to know and adhere to the organization. An individual who has committed is likely to see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2014:165) that reflects the organization's commitment to recognizing the degree to which someone tied to an organization and its goals.

It can be concluded that organizational commitment is a psychological state of individuals associated with faith, trust and a strong reception to the goals and values of the organization, a strong willingness to work for the organization and the degree to which it still wants to be a member of the organization.

Robbins and Judge (2008: 101) states that there are three separate dimensions of organizational commitment are:

1. Affective commitment to the organization is an emotional feeling and belief in its values.
2. Ongoing commitment is the perceived the economic value of surviving in an organization when compared to leaving the organization.
3. Normative commitment is an obligation to stay in an organization for reasons of moral and ethical.

### ***Integrity***

Integrity comes from the Latin "integrate" which means complete or flawless, perfect, without a visor. The point is what is in the hearts of the same with what we think, say and do (Bertens, 1994).

So it can be said that Integrity is a consistent attitude and behavior to uphold work ethics and professional ethics. Integration requires the temptation or opportunity to commit misconduct. However, people who are not motivated misconduct because he had confidence in the importance of upholding the noble values in their environment.

Integration is acting consistent with the values and policies of the organization as well as the code of professional conduct, even in a state that is difficult to do so. Simply put, motivation showed firmness attitude, merging deeds and moral values embraced by someone.

People who own integration will not be deterred by the temptation to betray the moral values that are believed. Personal motivation is the person who maintains the level of honesty and high ethics in words and actions every day. They are the ones who are competent, conscientious and reliable in the act, it can be trusted by his co-workers, subordinates, and superiors as well as outsiders. They also treat others fairly.



Integration remains firm on certain values despite perceived more popular to dump him. Integration, living with confidence, rather than with what they like. Integration is the foundation of life if the motivation is good, then the good life, and vice versa. Integration was formed through customs.

## **Organizational Citizenship Behavior**

Smith et al., (2010) showed that the behavior of citizenship as a form of worker's contribution to the organization and outside of the formal job description. Spector also defines similarity, in which he said that organizational citizenship behavior organizational behavior as behavior outside the formal requirements, and it would be beneficial to the organization. As Podsakoff et al., Defines that behavior citizenship is a personal choice, it is not a task for the staff to implement it.

Furthermore, Podsakoff et al., Concluded that there are several reasons why citizenship behavior can affect the effectiveness of the organization, namely: 1. Helping co-workers completed the work and management; 2. Help Meram-Pingkan use of organizational resources for productive purposes, 3. Reducing the need for organizational resources for productive purposes; 4. The effective policy for the coordination of activities between team members and the background of the working group; 5. Increase the ability of organizations to defend human resources to adapt to the effect that the organization's work is interesting; 6. Increase the stability of the working ability of the organization; 7. Improve the Ability-an organization to adapt to changes in the work environment.

Therefore, organizational citizenship behavior can be determined by a positive outlook to the employee culture. Usually, it can be done with the backing given a good example or pattern, through modeling or imitation of employees who have worked previously in an organization. Thus, organizational citizenship behavior can be defined as a. behavior that is voluntary and does not include an element of coercion in the interests of the organization; b. This behavior appears without official orders. c., not of flower directly with the reward system.

Thus, it can be concluded that organizational citizenship behavior is:

- a. Voluntary behavior is not a forced action on the things that put the vi-god of the organization;
- b. The behavior of employees who perform from satisfaction, and based on performance, no need to ask.
- c. There is no direct and open relationship with the formal reward system.

There are two categories of citizens of organizational behavior, organizational citizenship behavior (Organization) and organizational citizenship behavior-I (Individual). Organizational citizenship behavior is behavior that is generally beneficial to the organization, such as obedience to rules to maintain order, to stay in office over working hours. While citizen organizations-I behavior is behavior that directly benefits with others, and indirectly benefits the organization, such as helping a friend who was unable to attend work and have personal attention to other professionals. Both behaviors can improve the functioning of the organization and can be run outside the reach of the formal job description.

According to the Organ (2005), there are five dimensions of organizational citizenship behavior, namely:

- a. Altruism, it is referred to the voluntary actions of employees to help other working pe deal with their problems, to give instructions to new employees and to help employees to acquire new material as needed.
- b. Persistence, this dimension refers to a variety of behaviors that exceeds the resolution of drink as punctuality, streamline work and save resources.
- c. Sport if, the individual's willingness to endure suffering without complaining and feel aggrieved.
- d. Civilization, referring to the far-sighted action to help others to avoid making a mistake or have a problem like to inform the decisions or actions taken that affect others
- e. *Civic Virtue*, Showed constructive engagement in the process of political organizations such as read notifications, email, to attend meetings and to know what is happening in the organization.



## Organizational Performance

The terms of raw performance can be interpreted as a vote to determine the final goal to be achieved by individuals, groups, and organizations. In this sense performance is a tool that can be used to measure the level of achievement or group and individual policies. Some opinions about the performance were also expressed by some experts as follows:

According to Keban (2004) performance is the translation of performance that is often interpreted as "appearance", "protest" or "achievement". It also agreed with the said Mangkunagara (2008:67) that the term is derived from the performance of job performance or the actual performance of the job performance or achievements to be achieved.

According to Keban (2004: 183), the achievement of results (performance) can be judged by the actors, namely:

1. Individual performance that illustrates how far a person has been carrying out a duty that can give results that have been set by the group or agency.
2. Performance groups, which illustrate how far someone carrying out a duty that can give results that, have been set by the group or agency.
3. Performance of the organization, which illustrates how far the group has carried out all the basic activities so as to achieve the vision and mission of the institution.
4. Program performance, namely with regard to how far the activities in the program that has been implemented so as to achieve the objectives of the program.

Organizational performance is an overview of the work of the organization in achieving its goals will, of course, be affected by resources owned by the organization. The resources in question can be physical such as human resources and nonphysical such as regulation, information, and policies, to better understand the factors that can affect an organization's performance. The concept of organizational performance also illustrates that any public organization providing services to the public and can be a measured performance by using performance indicators there is to see whether the organization has conducted its duties well and to identify its purpose has been achieved or not.

## Research Methods

### Research Design

This research uses explanatory analysis approach. This means that each of the variables presented in the hypothesis will be observed by testing the causal relationship of independent variables on the dependent variable.

That phenomenon can be designed through the following mathematical functions:

#### 1. Model 1 (one)

Simultaneously influence between X1 (organizational commitment) and X2 (integrity) to variable Y (organizational performance) can be formulated with:

$$Y = F(X_1, X_2)$$

Assuming probability predictor variables are the same ( $P \neq 0,000$ ) /  $< 0,05$

#### 2. Model 2 (two)

The influence of the independent variables X1 (organizational commitment) to Y (organizational performance) can be formulated with:

$$Y = f(X_1)$$

Assuming probability is not the same predictor variables ( $P \neq 0,000$ ) /  $< 0,05$

#### 3. Model 3 (three)

Partial effect between X2 (integrity) to Y (organizational performance) can be formulated with:

$$Y = f(X_2)$$

Assuming probability is not the same predictor variables.



#### 4. Model 4 (four)

Partial effect between X3 (organizational citizenship behavior) to Y (organizational performance) can be formulated with:

$$Y = F(X3)$$

Assuming probability is not the same predictor variables ( $P \neq 0,000$ ) /  $< 0,05$

#### 5. Model 5 (five)

Partial effect between X1 (organizational commitment) to Y (organizational performance) through variable organizational citizenship behavior (X3) can be formulated with:

$$X3 = f(X1)$$

$$Y = F(X3)$$

Assuming probability is not the same predictor variables ( $P \neq 0,000$ ) /  $< 0,05$

#### 6. Model 6 (six)

Partial effect of X2 (integrity) to Y (organizational performance) through organizational citizenship variable (X3) can be formulated with:

$$X3 = f(X2)$$

$$Y = F(X3)$$

Assuming probability is not the same predictor variables ( $P \neq 0,000$ ) /  $< 0,05$

### **Object of Research**

The study was conducted in PT Olam Indonesia

### **Population and Sample**

The population is a generalization region consisting of the objects/subjects that have a certain quantity and characteristics defined by the researchers to learn and then draw conclusions (Sugiyono, 2005). Samples were towing the majority of the population to represent the entire population, (Surakhmad, 2010). The sample used by the author in this study was employees of PT. Olam Indonesia.

The total number of employees by 73 people. Employees are entirely included in the data analysis. This sampling included in the sample collection by using purposive sampling method. This sampling is sampling in an analytical unit by taking into account the same characteristics in the samples. Overall samples were taken at the organization's use saturated sampling.

### **Quality Test Data**

The questionnaire will be used in research, to produce a valid and reliable instrument first tested the validity and reliability of the instrument. According to Sugiyono (2007: 219) "Validity is a state that describes the level of the relevant instruments able to measure what should be measured". While reliability is a value indicating a measure of consistency in measuring the same symptoms (Riduwan, 2003: 86). By using a valid and reliable instrument, it is expected that the results will be valid and reliable.

## **Results and Discussion**

### **1. Influence of Organizational Commitment and Integrity on Organizational Performance**

Linear analysis model can be based on calculations using SPSS program as follows.



**Table 1. Results of the analysis of the first equation**

Model	Unstandardised Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	16.467	2.880		5.718	,000
COMMITMENT	,709	,129	,434	5.502	,000
INTEGRITY	,570	,080	,564	7.150	,000

a. Dependent Variable: PERFORMANCE

Based on the tables above, the simultaneous structural equations can be described as follows  
 $Y = 0,434X_1 + 0,564X_2$ . F count can be obtained from the following table

**Table 2. Calculate the F value equations simultaneously**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1401.283	2	700.641	46.849	,000b
Residual	1046.882	70	14.955		
Total	2448.164	72			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), INTEGRITY, COMMITMENT

Based on Table 2, it is known that the calculated F value of 46.849 and significance of 0.00. This value is less than 0.05. This means that the organizational commitment and integrity variables affect the performance of the organization simultaneously. The magnitude of the effect of the independent variable on the dependent variable can be seen from the following values of r squared.

**Table 3. Values r squared regression model first**

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Durbin-Watson
1	,757a	,572	,560	3.86723	1,263

a. Predictors: (Constant), INTEGRITY, COMMITMENT

b. Dependent Variable: PERFORMANCE

Based on Table 3, it is known that the value of r squared of 57.2% means the organization and integrity commitment variables affect the performance of the organization while the remaining 57.2% influenced by other variables that are not incorporated into the model equations.

**2. Influence Analysis of Organizational Commitment on Organizational Performance Partial**

The analysis results the organizational commitment on organizational performance can be partially seen in the following table.

**Table 4. Results of the analysis of the second regression equation**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	26.285	3.306		7.950	,000
COMMITMENT	,834	,167	,510	4,995	,000

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows

$$Y = 0,510X_1$$

Based on Table 4, the results of the above analysis it is known that the coefficient of organizational commitment at 0.510. T value of 4.995. The significant value of 0.00. The significance value smaller than 0.05. This means that the organizational commitment variables affect the performance of an organization partially. The magnitude of the effect of organizational commitment on organizational performance can be seen in the following table.



**Table 5. Values r squared second equation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,510A	,260	,250	5.05115

a. Predictors: (Constant), COMMITMENT

Based on Table 5 it can be seen r squared value of 0.260. This means that the influence of organizational commitment variables on the performance of 26.0% and the rest influenced by other variables not included in the model equations.

**3. Influence Analysis of Integrity on Organizational Performance Partial**

The analysis results in the partial integrity on organizational performance can be seen in the following table.

**Table 6. Results of the analysis of the third regression equation**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	29.025	2,086		13.913	,000
INTEGRITY	,629	,094	,622	6.702	,000

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows

$$Y = 0,622X2$$

Based on Table 6, the results of the above analysis it is known that the integrity coefficient of 0.622. T value of 6.702. The significant value of 0.00. The significance value smaller than 0.05. This means that the integrity of variables affects the performance of an organization partially. The amount of influence the integrity of the organization's performance can be seen in the following table.

**Table 7. The third equation r squared**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,622a	,387	,379	4.59570

a. Predictors: (Constant), INTEGRITY

Based on Table 7, it can be seen r squared value of 0.387. This means that the integrity of the variables influences the organizational performance of 38.7% and the rest influenced by other variables not included in the model equations.

**4. Influence Analysis of Organizational Citizenship Behavior on Organizational Performance Partial**

The analysis results of organizational citizenship behavior on organizational performance can be partially seen in the following table.

**Table 8. Results of the fourth regression equation analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	9,430	2,496		3.779	,000
BEHAVIOR	,790	,059	,847	13.410	,000

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows

$$Y = 0,847X3$$

Based on Table 8, the results of the above analysis it is known that the coefficient of organizational citizenship behavior amounted to 0.847. T value of 13.410. The significant value of 0.00. The significance value smaller than 0.05. This means



that the variable organizational citizenship behaviors affect the organization's performance partially. The magnitude of the effect of organizational citizenship behavior on organizational performance can be seen in the following table.

**Table 9. Values r squared fourth equation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,847a	,717	,713	3.12417

a. Predictors: (Constant), BEHAVIOR

Based on Table 9, it can be seen r squared value of 0.717. This means that the influence of organizational citizenship behavior variables works on organizational performance by 71.7% and the rest influenced by other variables not included in the model equations.

**5. Influence Analysis of Organizational Commitment To Organizational Performance Through Organizational Citizenship Behavior**

The coefficient of the influence of organizational commitment on organizational citizenship behavior can be seen in the following table.

**Table 10. Effects of organizational commitment to organizational citizenship behavior**

Model	Unstandardised Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	19.854	3,146		6.311	,000
COMMITMENT	1,131	,159	,646	7,125	,000

a. Dependent Variable: BEHAVIOR

Based on Table 4, it can be seen that the influence of organizational commitment on organizational performance is .510. The influence of organizational commitment on organizational citizenship behavior performance through work is  $0.646 \times 0.847 = 0.547$ . In this case, the indirect effect is greater than the direct effect so that it can be said that the variables of organizational citizenship behavior as an intervening variable.

**6. Influence Analysis of Integrity To Organizational Performance Through Organizational Citizenship Behavior**

The coefficient of integrity to organizational performance can be seen in the following table.

**Table 11. The coefficient of integrity influence on organizational citizenship behavior**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	24.087	1.837		13.115	,000
INTEGRITY	,830	,083	,766	10.041	,000

a. Dependent Variable: BEHAVIOR

Based on Table 6, it can be seen that the influence of the integrity of the organization's performance is 0.622. While the integrity of the influence on organizational performance through organizational citizenship behavior is  $0.766 \times 0.847 = 0.648$ . In this case smaller than the direct influence of indirect influence so that it can be said that the variables of organizational citizenship behavior as an intervening variable.

**Conclusions and Recommendations**

**Conclusion**

Organizational commitment and integrity variables affect the performance of the organization simultaneously. Calculated F value of 46.849 and significance of 0.00. This value is less than 0.05. R squared value of 57.2% means that organizational commitment and integrity variables affect the performance of the organization while the remaining 57.2% influenced by other variables that are not incorporated into the model equations.





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Organizational commitment variables affect the performance of an organization partially. T value of 4.995. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.260. This means that the influence of organizational commitment variables on the performance of 26.0% and the rest influenced by other variables not included in the model equations.

Integrity variables affect the performance of an organization partially. T value of 6.702. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.387. This means that the integrity of the variables influences the organizational performance of 38.7% and the rest influenced by other variables not included in the model equations.

Organizational citizenship behavior variables affect the performance of an organization partially. T value of 13.410. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.717. This means that the influence of organizational citizenship behavior variables works on organizational performance by 71.7% and the rest influenced by other variables not included in the model equations.

The influence of organizational commitment on organizational performance is .510. The influence of organizational commitment on organizational citizenship behavior performance through work is  $0.646 \times 0.847 = 0.547$ . In this case, the indirect effect is greater than the direct effect so that it can be said that the variables of organizational citizenship behavior as an intervening variable.

Influence the integrity of the organization's performance is 0.622. While the integrity of the influence on organizational performance through organizational citizenship behavior is  $0.766 \times 0.847 = 0.648$ . In this case smaller than the direct influence of indirect influence so that it can be said that the variables of organizational citizenship behavior as an intervening variable.

## **Recommendation**

Organizational performance needs to be improved by increasing organizational commitment, integrity and organizational citizenship behavior of employees. Organizational commitment is a situation where an employee favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means siding organization that recruits individuals it. The organizational commitment can be improved through increased employee awareness of the organization in the form of employee participation to the decision making of the company, the activities of a togetherness personality enhancement and training activities.

Integrity is built on the foundation of the discipline. Integrity is a moral strength, Integrity can be enhanced by evaluating what is in the hearts of the same with what we think, say, and do, Integrity comes from unselfish attitude, keep the good name and implement systems to assess the norms of life.

Organizational citizenship behavior as the contribution of workers to the organization and outside of the formal job description can be improved by increasing the sense of voluntary actions to help colleagues, increase persistence in work, improve sportive action, and increase measures to assist the activities of other colleagues.

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