

# **The Effect of Organizational Commitment and Organization Identity Strength to Citizenship Behaviour (OCB) Impact On Fire Department and Disaster Employee Performance in Jakarta Indonesia.**

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**Abstract:** *Fire Department Employee Performance Jakarta Indonesia was marked by people had not been maximized yet since in the fire cases always come late. Society always expected the performance of the fire department in carrying out their duties on time. The purpose of this research was to measure and describe the extent to which performance of the Jakarta Fire Department when it was affected by the variable of organizational commitment and strength of organizational identity and organizational citizenship behaviour. The method used in this research was quantitative. Data analysis techniques used was SEM (Structural Equation Modelling) with the help of AMOS program. The data were collected by using a research instrument that was distributed to the sample of 355 employees. The results showed that organizational commitment was significantly influence organizational citizenship behaviour, but having no significant effect on employee performance. While organizational citizenship behaviour had a significant effect on employee performance. Organizational citizenship behaviour was mediating the relationship between commitments to employee performance. On the other hand, it did not significantly influence organizational identity on organizational citizenship behaviour, and also no significant effect on the employee performance. The implication of research was organizational citizenship behaviour of Fire Department employee to be important in improving employee performance.*

**Keywords:** *Organizational Commitment, Organizational Identity, OCB and Employee Performance.*

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## **I. Introduction**

High level of economic growth and rapid development in the province of Jakarta has made Jakarta has tremendous appeal rather than other areas, so a lot of other area residents who came to Jakarta to become the new workforce. As a result, there is a very complex population density, such as the establishment of buildings at the edge of wild times, social issues to the level of traffic congestion. Amid the complexity of urban problems are always threatening fire hazards at all times. The level of public awareness of the dangers of fire tend town still low so the potential fires trigger. The statistics data in the Fire Department in period of 2012, there are 953 times of fire cases, an increase over the previous year. This means that on average each day, it is occurred more than two times the case of a fire. To overcome the danger of fire in the capital city of Jakarta, it is necessary for human resources to carry out the performance of the well.

While the performance of fire fighting personnel is currently rated by the community is not maximized yet. Lack of human resources and fleet is thought to be a trigger of Fire Department performance decline [1]. Bacal, Robert [2] states that to implement good performance, it is required good organizational commitment. Commitment is considered important for reinforcement in improving the performance [3]. The emergence impact of an important commitment is positive behaviours outside the formal duties of employees, called organizational citizenship behaviour (OCB). Organizational Citizenship Behaviour (OCB) has the potential to improve the employee performance [4], [5], [6]. Behaviours which is included in OCB is the awareness of employees to maintain cooperation among organizational units, to protect the interests of the organization, provide creative suggestions to improve the organization, increase personal responsibility, increase the knowledge on their own initiative, demonstrate a positive image in the outside environment [7]

Organizational commitment is a strength measure of an organization's identity [8]. With a commitment would improve employee performance [9]. Meyer and Allen [10] found a significant positive relationship between employee commitment and performance. Studies linking organizational commitment, organizational identity, OCB and performance have been carried out by previous investigators, but the results were mixed. There is a mention of organizational commitment affect OCB [11], [12], [13], there is also a mention of the organization's commitment has no effect on OCB [14], [15], [16]. So is the relationship commitment with employee performance. Stating effect [17], [18], [19] whereas no effect, [20], [21] distinction results in the background to examine in Jakarta Fire Department. The purpose of this research was to quantify and explain the

effect of direct and indirect relationships between variables, such as commitment, organizational identity, Organization Citizen Behaviour and performance of employees.

## **II. Review Of Related Literature**

### **2.1. Organizational commitment**

Organizational commitment is a force that can stabilize the behaviour of the organization employee from the gap between expectations and reality. This definition is based on the argument that many employees are not satisfied with the work, but they retain their job and did not move to another organization. This view is also criticized the limitations of transactional perspective based motivation theory in explaining the consistency and stability of behaviour direction because of the perspective of transactional behaviour, individuals will find other alternatives, as is expected of the organization are not met [22]. Based on the diversity of organizational conceptions commitment, the organizational commitment construct called multidimensional. This view is reflected the opinion of Allen and Meyer [23] who are classify organizational commitment in three dimensions: affective commitment, continuance commitment and normative commitment. Ackfeldt & Coote [24] suggest that the commitment will be in accordance with the goals and values of the organization, responsible, working over the target and sought to work to benefit the organization. Mowday et al [25] explained that organizational commitment as the strength of individual identity in favour of organizations with mutual trust, understanding the organization's goals and values, and a strong desire to achieve organizational goals.

### **2.2. Organizational identity strength.**

Organizational identity is a set of beliefs about what is core, strong binding and discriminating about the organization [26], [27]. Organizational identity strength has a strategic role, which is not only the legitimacy of the existence of an organization, but also a kind of "lens" used to evaluate the "audience" or members of the organization so that the development of the information received into clear and plausible (make sense), and to conduct in-depth and detailed exploration of the foundations of considerations in decision-making so as to meet the expectations of the parties concerned in the organization, both for and are less supportive of the organization [28]

### **2.3. Organization Citizen Behaviour (OCB)**

The researchers of organizational behaviour identified five dimensions that build OCB construct, such as: altruism, courtesy, conscientiousness, sportsmanship, and civic virtue (29). Cole, [30] explained that the willingness of employees to support the organization's goals because of the employee identity. According to Scholl [31] identity is a fundamental aspect of employee affective commitment to the organization, which reflects the employee's psychological organization. Previous empirical studies, has shown how the relationship with OCB organizational commitment, among others which are reflected in some researches, such as Noor [32] Carson, et al [33], Gautam, et al. [34], Turnipseed [35], Alotaibi [36], and Smith [37].

### **2.4. Employee performance.**

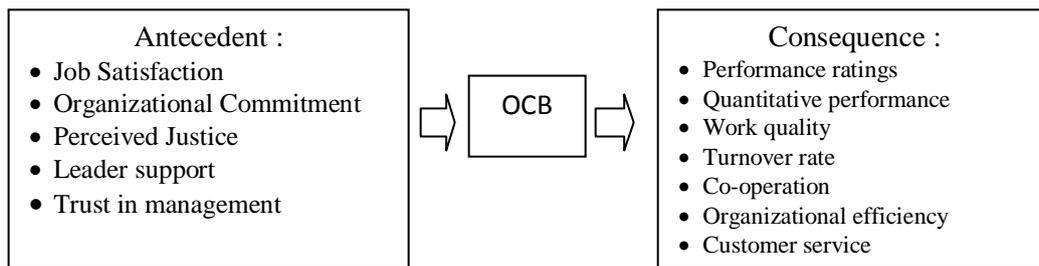
Whitmore [38] defines performance as a deed, a performance, a public exhibition of skill. While Wibowo [39] gives the meaning as the performance level of achievement on the implementation of specific tasks. While Gibson et al. [40] stating that the employee's performance is the result of work accomplished by a person in connection with his position in the organization. Bernardin and Russel [41] were making the definition of performance by stating as follows: "performance is the record of outcomes produced on specified job function or activity during a specified time". From the definition, there are three things, such as: (1) personnel activities, (2) product (work), (3) time (length of service).

### **2.5. Organizational Commitment, Organizational Identity, OCB and Employee Performance Relations.**

Research that examines the relationship between OCB performances conducted by several researchers, such as: [42], [43], [44], [45], [46] and [47]. The study examined the relationship between organizational identity strength and performance done by [48], [49].

The study examined the relationship between the strength of an organization's identity and OCB performed by Moghadam [50]; Kirchner [51] and Allameh [52], whereas the research which are examining the relationship between organizational identity strength and commitment accomplished by Meyer [53]; Cole & Bruch [54]; GL Forward [55]; Riketeta [56]. Employee commitment and organizational identity will foster social behaviour (OCB) has the potential to provide significant benefits to organizations that improve the performance of employees in the organization. Swaen and Maignan [57] developed a model of antecedents and consequences of OCB as presented in the Image 2. 1.

Picture 2.1. Antecedent and OCB Consequence



### III. Research Method

#### 3.1. Research Design.

This research was using a quantitative approach, the approach used to study the population or a particular sample, data collection using research instruments, quantitative data analysis / statistics, in order to test the hypotheses that have been set. Quantitative research was deductive approach, which was used to answer the research question the concept or theory that could be formulated hypotheses. The hypothesis was then tested through field data collection based on the principle of empirical rational.

#### 3.2. Population and Sample.

The unit of analysis (population) used in this research were employees in the Office of Jakarta Fire Department, by using a sampling technique stratified random sample (stratified random sampling). Sample stratification was based on different hierarchical positions, differences in the types of tasks, scope of authority and responsibilities attached to the position referred to the appropriate level. Population of 3144 and a sample were obtained by using the formula of Slovin obtained of 355 samples.

#### 3.3. Data collection methods.

The process of collecting primary and secondary data was obtained by using three different data collection techniques, such as:

- a. Interviews, it was conducted to the Service employee of Jakarta Fire Department designated as responders to obtain information in order to expand the horizon of the object of study, identify problems, and to confirm the results of the analysis or discussion;
- b. Survey, through the deployment of list of structured and administered statements / questions covered to the respondent in writing to obtain a response from them, especially with regard to the construct of the study, and the data obtained are intervals.

#### 3.4. Data Analysis Techniques.

Before the research instruments were deployed, there was try out to be done first (trial) of the 30 respondents in order to check the reliability and validity, the results of the research instrument are qualified to be proceed. For an analysis of the data obtained in the field of research, the technique used in this study was Structural Equation Modelling (SEM), where the process was using the Analysis of Moment Structures (AMOS)

### IV. Research Result

In this chapter, it was containing an overview of the respondent's description of factors ranging from gender, age of the respondents, the level of general education, rank and work experience, everything which were summarized and presented in the following table.

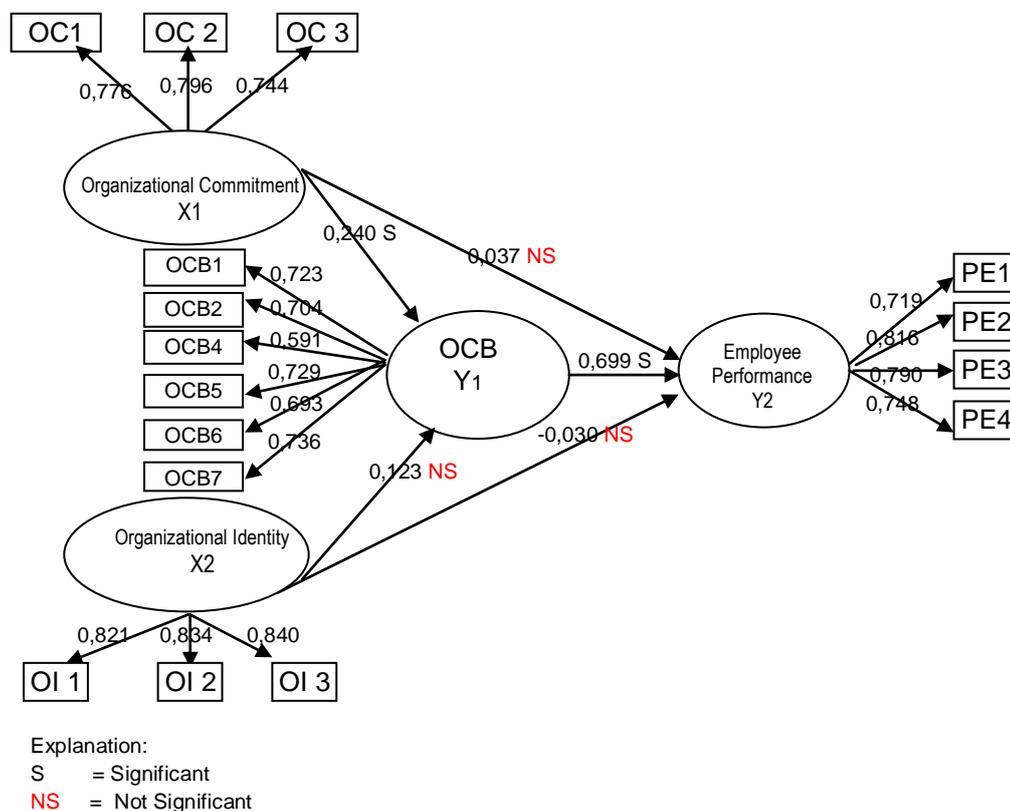
A. Table 4. Respondent Description

	Description	Amount	Percent
	<b>Sex</b>		
1.	Male	339	100 %
2.	Female	16	-
	Amount	355	100%
	<b>Respondent Age</b>		
1.	< 35 Years	249	70,14
2.	36 – 40 years	26	7,32
3.	41 - 45 years	37	10.42
4.	46 -50 years	27	7,61
5.	More than 50 years	16	4,51
	Amount	355	100%

<b>Education Level</b>			
1.	SLTA (Senior High School)	284	80,00
2.	D3 (Diploma)	4	1,13
3.	S1 (Bachelor)	59	16,62
4.	S2 (Master)	8	2,25
Amount		355	100%
<b>Rank</b>			
1.	Fourth Level)	3	0,85
2.	Third Level)	86	24,23
3.	Second Level)	250	73,24
4.	First Level)	6	1,68
Amount		355	100%
<b>Respondent Experiences</b>			
1.	< 5 years	31	8,73
2.	6 - 15 years	248	69,86
3.	16 - 25 years	53	14,93
4.	26-29 years	18	5,07
5.	>30 years	5	1,41
Amount		355	100%

Based on Table 1, it could be explained that the gender of respondents were dominated by men. This indicated that the characteristics of jobs in Fire Department required strong physical and the male gender was perfect in this work. A heavy task in tackling the fire in the city, beside of having physical strength, it was also needed a young age employees. The age factor in the current Fire-fighters was generally dominated by aged less than 35 years (249 people). This age was age of a productive and energetic so as to support the implementation of a daunting task. In addition to the relatively young age were necessary, Fire Department employees who require extensive intended to support the implementation of the operations. The highest officials experience in the administration was dominated by Fire-fighters employee tenure of 6-15 years totalled 248 people. The level of education was generally dominated by the education level of high school (284 people). The results of the data analysis in this research were presented in the figure below models:

Picture 1. Analysis Result



Based on the model picture above, it can be described as follows:

1. Organizational Commitment was significantly having effect on OCB
2. Organizational Commitment had no significant effect on employee performance
3. Organizational Identity had no significant effect on OCB
4. Organizational Identity had no significant effect on employee performance.
5. OCB significantly affect on employee performance.

#### **IV. Analysis And Discussion**

##### **1. Organizational Commitment was significantly having effect on Organizational Citizen Behaviour.**

Organizational commitment is built of three dimensions, such as affective, continuance, normative. The highest dimension in building Organizational Commitment is continuance. According to Fire Department officials that the continuance was able to cultivate a social life, put humanity in improving its performance. Fire Department employees have the determination that they never get home before by putting out the fire in the fire accident. This indicated a high social life. The results of this research was in line with previous studies of Ackfeldt & Coote (2000); Norris-Watts & Levy (2004); Paulin *et al.* (2006); Foote *et al.* (2008); Carmeli & Freund (2004), Dickinson (2009); Meyer *et al.* (2002) and Noor (2009).

##### **2. Organizational Commitment had no significant effect on employee performance.**

Organizational commitment was built by affective, continuance, and normative was not yet capable of improving the employee's performance to the fullest. The employee performance was formed by Employee Performance Result-based performance, Behaviour-based performance, Judgement-based performance. Employee performance was based on the results could not be relied upon to the maximum due to limited human resources, infrastructure and circumstances of the crime were difficult of fire-fighting vehicles passed by because the density of the population. These results were in line with the results of previous studies such as Carmeli (2003) which stated committed no significant effect on employee performance.

##### **3. Identification of Organizational no significant effect on OCB**

Organization identity was formed of confidence, pride and loyalty. The highest dimensions in establishing the identity of organization is loyalty. Employee's perception was asked to be faithful in the task because they were forced in the call of duty every day where there would always fire cases every day. They felt that this was very noble task and contained a high religious value. However, this perception was not supported by OCB, because the public did not feel that the task performed by fire-fighters contained high social life. Fire-fighters were assessed the performance was often come late to the scene of fire. The results of this research were not the same as research conducted by Moghadam *et al.* (2011), which stated the identity of the organization was significantly influence on OCB.

##### **4. Organizational identity did not have significant effect on employee performance.**

Organizational identity was built of confidence, pride and loyalty that had not yet got any good employee performance. Employee's performance was less got good value from the community because they were not satisfied in the sense of fire fighting personnel that could not meet what was expected by the public, although the identity of fire fighting organizations had confidence, pride and loyalty to the job, but its value was less positive. The results of this study were not the same as the results of previous studies such as Voss *et al.* (2006), Black (2005) which stated that the identity of the organization had a significant effect on employee performance.

##### **5. OCB was significantly had effect on employee performance.**

Organization Citizen Behaviour was constructed of Conscientiousness, Civic Virtue, Sportsmanship, Altruism Courtesy, Peacemaking. The highest dimension in establishing Organization Citizen Behaviour (OCB) is Peacemaking. Employee's perception on peacemaking was that the employees feel comfortable in implementing performance. Employees believed that the hard work that had been undertaken was a noble job and had a value of humanity and still feel proud to be an employee in Jakarta Fire Department, although its performance had not been well assessed. These results were in line with the results of previous studies, such as Podsakoff *et al.* (2000); Link (2010), which stated that the OCB was significantly, had effect on employee performance.

## V. Conclusion

Within an organization to improve its performance, it was necessary of organizational commitment and the result of this research showed that organizational commitment was significantly influence OCB, but it had not had significant effect of organizational commitment on employee performance. While the Organization Citizen Behaviour was significantly had effect on employee performance. Therefore it could be said that the Organization Citizen Behaviour was mediating effect between organizational commitments to employee performance. Organizational commitment had been awakened by the employee, such as affective, continuance, normative directly above yet achieves good performance. However, it got better when played with OCB.

The results of this research were also showed that the effect was not significantly affect the Organization Identity for OCB, as well as Organization Identity had not significant effect on employee performance, but OCB had effect on Employee Performance. OCB therefore would not mediate the effect between organizational identities on employee performance. The identity of the organization that built confidence, pride and loyalty had not been able to improve the performance of employees as OCB and employee performance has been assessed by internal and external to the organization which was not maximized yet.

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