Building Organizational Citizenship Behavior Through Authentic Leadership and Organizational Commitment

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ARTICLE INFORMATION

ABSTRACT

Leaders and employees are valuable human resources in a company. Proper leadership accompanied by employee commitment is needed for the organization’s sustainability. This research seeks to ascertain the influence of authentic leadership and organizational commitment on organizational citizenship behavior. Survey method with descriptive and verificative research was used to obtain the data by using are primary data obtained from the distribution of questionnaires. Saturated Sampling is the method of sampling that is used. The samples involved were 97 respondents, namely employees at PT Aneka Produksi Nusajaya. The results showed that organizational citizenship behavior was positively and significantly influenced by organizational commitment and authentic leadership, either partially or concurrently. In addition, variable of authentic leadership have a greater influence on organizational citizenship behavior than variable of organizational commitment. This research findings are expected to be used by companies to build organizational citizenship behavior through aspects of authentic leadership and organizational commitment.

Keywords: Authentic Leadership, Organizational Citizenship Behavior, Organizational Commitment

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INTRODUCTION

Human resources are main asset driving the company's activities. The important key to consider for the sustainable development of a company is human resource (Satrya & Kharisma, 2022). The company believes that professional, reliable, competent and diligent human resources are the key to success in achieving its goals (Suparwo, Suhendi, & Shobary, 2019). Human resources are able to make the company develop in doing its business efficiently and effectively depending on the quantity and quality of work carried out by its human resources. Enhancing the quality and quantity of optimal human resource performance encourages the formation of superior human resources and is ready to collaborate with other resources. The resource in question in this case is the employee. For this reason, every company wants employees with good quality and quantity in order to make an optimal contribution to the company.

The company needs employees with above-average ability to complete tasks, who not only do formal tasks but can also work beyond company expectations. Employees not only need to complete their duties in accordance with the job description, but also must be able to do a number of tasks in the company and have extra role behaviors that exceed the job description so that they can have a positive influence on the progress of the company. Harper mentioned that behaviors that are able to increase employee productivity in the company are extra-role behaviors or other names Organizational Citizenship Behavior (Mahardika & Wibawa, 2018). Ukkas and Latif (as cited in Samantha & Almalik, 2019) defines Organizational Citizenship Behavior (OCB) as an employee who completes work outside of his job description without coercion from other parties and is carried out voluntarily.

PT. Aneka Produksi Nusajaya experienced a decrease in production results in the first half of 2022. The problems that cause a decrease in production results occur due to suboptimal employee performance. The employee’s performances will certainly affect the results of production. Employee performance increases or decreases, one of which is caused by the presence or absence of Organizational Citizenship Behavior (OCB) traits. This OCB relates to extra roles beyond job descriptions. However, these employees rarely perform the role of extra, because they are constrained by their already dense job descriptions.

According to Wirawan (as cited in Henviana & Sutisna, 2018), there are several factors that can support OCB where one is the leadership. Leadership is a person's capacity to exert influence and lead groups to effect change towards achieving organizational goals (Satrya & Kharisma, 2022). The leader has the function of encouraging his employees hence they are willing to work in accordance with the goals of the company and follow the instructions given by the leader (Widjaja & Ginanjar, 2022). One of the leadership styles that influence OCB is Authentic Leadership. Based on the results of a presurvey with 50 respondents regarding leadership styles at PT. Aneka Produksi Nusajaya results were obtained that the leadership style applied was the Authentic Leadership style with the highest score of 89.

Organizational Commitment is another aspect that affects OCB (Wahyuni & Supartha, 2019). Luthans (as cited in Priyanto & Azizah, 2021) said that organizational commitment is a strong desire that arises in order to continue to play a role being a part of the company, wish to be capable of continuing to contribute according to the organization’s vision and mission, confidence, and seriousness in carrying out organizational goals. Organizational commitment is one of the important problems that are often faced because organizational commitment is related to efforts to maintain potential human
resources so that they do not have the desire to move to another company. Employee organizational commitment will be a driver in the creation of OCB that is useful for improving company performance and productivity.

LITERATURE REVIEW

Authentic Leadership
According to George (as cited in Aziz & Dwiariko, 2021) defines authentic leadership as a leader who influences its members by channeling deep responsibility to deliver positive results over a long period. Authentic leadership is a leader who does his best, not creates the false expected figure due to basic and multidimensional recognition (Son, Song, & Lee, 2018). Therefore, authentic leaders are needed for the advancement of HR in the company to achieve positive and lasting results in the company. Another opinion according to Henviana and Sutisna (2018) suggests that authentic leadership is a leader who is committed to growing themselves as they understand that being manager requires self-development for the betterment of the company.

Authentic Leadership has four dimensions that are used as measurement instruments. According to Walumbwa et al. (as cited in Henviana & Sutisna, 2018) authentic leadership has four dimensions, including: Self-awareness, Relational Transparency, Self-awareness, Internalized Moral Perspective and Balanced Processing.

Organizational Commitment
Organizational commitment (OC) is a strong desire that arises in order to continue to play a role as a employee of the company, the wish to be able to contribute according to the organization's vision and mission, confidence, and seriousness in carrying out organizational goals. This attitude describes the loyalty of employees to the organization and the flow in which members of the organization devote their attention to the company to improve the organization's progress and success (Priyanto & Azizah, 2021).

Another opinion as stated by Mathins and Jackson (as cited in Sulistyawati, 2018) that OC is a state when employees have trust, accept the mission and vision of the company, and are willing to continue working in the company or do not have the desire to leave the company. Therefore, employees will continue to work in the company and possess a strong feeling of commitment to their task. According to Saepudin and Djati (2019), Organizational Commitment is defined as an attitude showing employees loyalty and is considered as an ongoing process of how a company employees express their attention to the success and goodness of their company. Organizational commitments are vital in making strides performance of employee (Sutanto, Utami, & Diantoro, 2022). Wesson et al. (as cited in Srilugaivi & Nirmalasari (2019) explain organizational commitment dimensions, namely: affective commitment , continuance commitment, and normative commitment.

Organizational Citizenship Behavior
Ukkas and Latif (as cited in Samantha & Almalik, 2019) defines Organizational Citizenship Behavior (OCB) as an employee who completes work outside of his job description without coercion from other parties and is carried out voluntarily. After helping or doing something, there will be a sense of satisfaction in the heart so that the contribution made by employees can help enhance the company’s effectiveness. Organizational Citizenship Behavior (OCB) is behavior outside of formal obligations in the work, but is a support for the organization to function effectively (Kusuma & Asyahari, 2021). OCB continuously strives and works more than necessary minimum measures (Mundung, 2021).
According to Luthans (as cited in Ayuni & Ibrahim, 2022) there are five Organizational Citizenship Behavior dimensions, namely: Courtesy, Altruism, Civic Virtue, Sportsmanship, and Conscientiousness.

Framework

Based on the theory of experts and previous research on OCB, OC and Authentic Leadership, the authors formulated a research design such as Figure 1 below:

![Figure 1. Frame Work](image)

**RESEARCH METHOD**

A survey with a descriptive-verificative type of research was used as the research method by using primary data obtained from the distribution of questionnaires conducted to 97 respondents, namely employees at PT Aneka Produksi Nusajaya Bandung. The respondent selection was carried out using a method of non-probability sampling with technique of census.

Three variables studied were assessed through research tools. The variable Authentic Leadership is assessed using 8 statements about dimensions Balanced processing, Self-awareness, Internalized moral perspective and Relational transparency. The measurement of the Organizational Commitment variable is measured using 6 statements for the dimensions used, namely normative commitment, affective commitment, and continue commitment. Meanwhile, the measurement of the Organizational Citizenship Behavior variable is measured using 10 statement items for the indicators used, namely sportsmanship, conscientiousness, altruism, civic virtue and courtesy. Respondents’ responses were calculated using the Likert scale, which strongly disagreeing with the research instrument's statement is represented by a value of "1," and strongly agreeing is represented by a value of "5". A linear regression analysis was performed using SPSS on the data collected from the distribution of the questionnaire.
The first method carried out to test the data obtained is a test of the data validity and reliability. Furthermore, a classical assumption test was carried out which contained a heteroskedasticity, multicollinearity, autocorrelation, and normality test, and the data results were distributed normally. The correlation coefficient test, determination coefficient test, simultaneous significance test (F test), and partial significance test (T test) were all performed after the classical assumption test.

Multiple regression analysis will serve as the study's analysis model. The formula is the same as in Eq. 1.
\[
Y = b_0 + \beta_1X_1 + \beta_2X_2 + \varepsilon \quad (1)
\]
That is \(Y\) = variable organizational citizenship behavior, \(a\) = Constanta, \(b\) = coefficient of regression, \(X\) = variable authentic leadership, \(X\) = organizational commitment variable, and \(e\) = error.

Authentic leadership, organizational commitment, and OCB are the three factors listed above. The goal of this research is to determine how organizational commitment and authentic leadership affect OCB. This study used two hypotheses as follows:
H1: Authentic leadership has a positive and significant effect on OCB.
H2: Organizational commitment has a positive and significant effect on OCB.

Hypothesis testing was done by t-tests, using formulas like the equation Eq. (2) as follow:
\[
t = \frac{\sqrt{N-2}}{\sqrt{1-r^2}} \quad (2)
\]
If the statistical t count test value is within the Ho criteria range, the utilized criterion, Ho, is acceptable, which is \(t\) count < \(t\) table or \(-t\) count > \(-t\) table or sig value > \(\alpha\).

For the simultaneous test, the F test is used, with a formula such as the equation Eq. (3) as follow:
\[
F_{hl} = \frac{R^2/K}{(1-R^2)/(n-k-1)} \quad (3)
\]
The degree of freedom in the numerator and denominator determines this distribution of F, i.e. \(k\) and \((n-k-1)\). The following criteria are utilized for the F test: Ho accepted if F count < F table, which indicates that independent variables did not simultaneously have a significant impact on the dependent variables.

RESULTS

The purpose of the study is to examine the relationship between three different variables: organizational commitment, authentic leadership, and OCB, where each variable was measured and tested using a linear regression analysis approach. After distributing questionnaires to 97 respondents consisting employees of PT Aneka Produksi Nusajaya, SPSS was used to analyze the data after they had been collected. Nevertheless, For the three variables, descriptive analysis was carried out before explaining the results of the research model. The authentic leadership variable was measured using 8 question items for the 4 dimensions which are Internalized Moral Perspective, Self-awareness, Balanced Processing and Relational Transparency.

The results obtained for each indicator is “Identify weaknesses and try to fix them” obtained a score 330, “Seek feedback and improve interactions with employees” obtained a score of 368, “Apologize if I’m wrong” obtained a score of 321, “Able to explain the purpose and objectives clearly” obtain a score of 345, “Discuss before making a decision” obtained score of 376, “Analyze relevant data before making a decision” obtained a score 361, “Be consistent, in accordance with believed values” get a score of
354, and “Making decisions based on trusted values” get a score of 356. In view of the outcomes obtained from the questionnaire, the question that had the highest score on the indicator of Relational Transparency by the statement “My leader before making a decision, always discuss first.” The statement "My leader does not hesitate to apologize if he did anything wrong" was the one that received the lowest score on the Balanced Processing indicator.

The outcomes of the descriptive analysis display that the score for the Authentic Leadership variable is 2811 from 8 questions or 72% from 97 respondents. Based on the scale category in the whole scoring scale, it was in “good” type, this implies most of the participants specified the Authentic Leadership at PT Aneka Produksi Nusajaya was going well.

The results of the measurement of Organizational Commitment variables used 6 questions to measure the 3 dimensions used, which are, Normative Commitment, Continuance Commitment, and Affective Commitment. The outcomes gained for each indicator are “Feeling happy spending the rest of your career in the company” get a scored 332, “Feeling part of the family in the company” get a scored 337, “Difficulties leaving the company” received a score of 349, and “It is difficult to get a job with such a good income as in a company” received a score of 351, “Take responsibility for the achievement of company goals” get a scored 372, " Have a strong desire to stay in the company” get a scored 331. The results obtained from the questionnaire is the question that has highest grade on the indicator Normative Commitment with the statement "I am responsible for the achievement of the company's goals". The questions that are indicated by "I have a strong desire to stay in the company" receive the lowest scores on the Normative Commitment indicator.

The outcomes of the descriptive analysis display that the score for the organizational commitment variable is 2072 or 71% from 97 respondents. Based on the scale category in the entire scoring scale, it was in "good" value type, this implies most participants had good commitment to their company.

The measure of OCB variable was using 10 questions to measure the 5 indicators which are Altruism, Civic Virtue, Sportsmanship, Conscientiousness, and Courtesy. The outcomes gotten for each indicator the Altruism obtained a score of 405 and 333, Civic Virtue obtained with a score of 327 and 349, Sportsmanship obtained a score of 305 and 351, Conscientiousness obtained a score of 288 and 367, and Courtesy obtained a score of 387 and 419. The results obtained from the questionnaire are the assertion with the highest scoring on indicator Courtesy which stated by "I maintain good relationships with colleagues to avoid personal problems". The statement that had the lowermost value on the Conscientiousness indicator with the statement "I am willing to work beyond the specified time".

The outcomes of the descriptive analysis display that the total score for the Organizational Citizenship Behavior variable score is 3521 or 73% from 70 respondents. Based on the scale category, the full score range was in the "good" criteria, which means that most respondents had good organizational citizenship behavior.

Calculation of the determination coefficient between Organizational Commitment and Authentic Leadership variables on the OCB obtained the R² value which was 0.501. This means that a relationship existed between Authentic Leadership and Organizational Commitment on OCB with a coefficient of determination obtained of 50.1%. It shows that Authentic Leadership and Organizational Commitment variables contributed to the OCB of 50.1% while the rest was affected by other aspects which are not studied in this study.
The outcome of the F test on variables Organizational Commitment and Authentic Leadership on OCB based on the values obtained by the ANOVA table is $f_{\text{table}} = 3.09$ with a significant score of $0.00 < 0.05$. This means that Authentic Leadership and Organizational Commitment simultaneously have a substantial impact on OCB.

The testing of the $H_1$ hypothesis through t-test shows that the coefficient value of Authentic Leadership that uses the Unstandardized Coefficient B was 0.658 where the t-value of 5.916 and a significant score of 0.000 while the t-table in this study is 1.905. On this research, the writers use a rate of error of 5% or 0.05. It is determined that the $t_{\text{count}}$ is 5.916 > 1.905 and the significant level is 0.000 < 0.05. The finding that $H_1$ is valid leads to the conclusion that Authentic Leadership significantly influenced Organizational Citizenship Behavior.

$H_0$ hypothesis testing by t-test shows that coefficient value of Organizational Commitment uses the Unstandardized Coefficient B is 0.800 with $t_{\text{count}}$ of 9.012 and the significant score was 0.001 where $t_{\text{table}}$ is 1.905. This study used rate of error of 5% or 0.05. It is determined the $t_{\text{count}}$ 9.012 > 1.905 and the significant level is 0.001 < 0.05. The result stated that $H_0$ is accepted so that Organizational Commitment is considered to have had a major impact on OCB.

**DISCUSSION**

The Effect of Authentic Leadership on OCB

The findings revealed there was a positive and significant impact Authentic Leadership on OCB. It is known from the T-test that the t-value > t-table or 5.916 > 1.905 where significant score of 0.000 < 0.05 so there was a positive and significant impact Authentic Leadership on OCB. It indicates that Authentic Leadership was becoming more prevalent, then Organizational Citizenship Behavior of employee would be better too.

The findings of this research are known to have parallels with earlier research (Al Zaabi, Ahmad, & Hossan, 2016) that OCB can be controlled by Authentic Leadership factors. This finding enhances prior study so it can be used as a reference for the company regarding the position of Authentic Leadership in improving Organizational Citizenship Behavior.

The contrast between this research and earlier studies is observed from the distinction in the time and the place of study and the number of samples. This research was carried out forcibly and suddenly without much preparation. The study of Al Zaabi et al. (2016) used a larger number of respondents, namely citizens of the United Emirate working in the petroleum sector, with 500 workers. While in this research, the population involved is PT. Aneka Produksi Nusajaya employees totaling 97 people which was saturated sample. The more the number of an existing population, the more diverse the samples obtained, therefore the results obtained will be more diverse.

The Effect of Organizational Commitment on OCB

The outcomes showed a significant and positive impact between Organizational Commitment on OCB. In $T_{\text{test}}$, the t-value > t-table or 9.012 > 1.905 where significant score of 0.001 < 0.05, so there was a positive and significant impact Organizational Commitment on OCB.

The results of this research are known to have parallels with past studies by Mahardika and Wibawa (2018) that significant impact were found between organizational commitment and OCB. The conclusion is that organizational commitment can be a good predictor of improving Organizational Citizenship Behavior of employee.
CONCLUSION

This study attempts to find out the influence of Authentic Leadership and Organizational Commitment on OCB. Research findings showed that there were no serious issues related to Organizational Commitment and Authentic Leadership on OCB at PT Aneka Produksi Nusajaya Bandung. Based on the outcomes of the questionnaire, all three variables showed a good level.

In this study, it was found that this was following the initial hypothesis that Organizational Commitment and Authentic Leadership effect on OCB. These findings enhance previous research from Al Zaabi et al., (2016); Mahardika and Wibawa (2018); and Christian (2018). But in this study, it was also found that most employees were women by 61.6%. This can be an indicator that female employees work more diligently and have a stronger attachment to the company so that they have a high commitment to the company so that it can affect the improvement of Organizational Citizenship Behavior. Another thing that distinguishes is the background of the problem and number of samples used.

Furthermore, descriptively it is also shown the Authentic Leadership that is felt best was in the indicators of Relational Transparency. This shows that employees stated their leader always discuss first before making a decision. This shows that the company's leader is open to other people's concerns. Organizational Commitment of employees that works best is the Normative Commitment indicator that showed in the responsible of employee to the achievement of the company's goals. And the highest Organizational Citizenship Behavior is the Courtesy indicator that showed in maintaining good relationships with colleagues to avoid personal problems. This shows the good relationship between colleagues which causes a close sense of family at PT Aneka Produksi Nusajaya.

The essence of the findings of this research is Organizational Commitment and Authentic Leadership can effect on increasing OCB. This evidence is valuable for companies, specifically PT Aneka Produksi Nusajaya Bandung in evaluating suitable leadership style and commitment of employees to increase organizational citizenship behavior. However, this research has limits in discussing other factors that can increase organizational citizenship behavior such as work motivation, work environment and compensation, thus upcoming research can study this issue.

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DECLARATION OF CONFLICTING INTERESTS
The writers affirm that there is no conflict of interest.

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