

The Influence of Communication and Competence on the Commitment Which Has Impacts on the Organizational Citizenship Behaviour

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Research Paper

Abstract

The aim of this research is to analyze and study the influence of communication and competence on commitment which has impacts on organizational citizenship behavior (OCB). The population and sample of this research are the employees in the staff level of garment companies numbering 100 in the Nusantara Bonded Area. Data gathering uses questionnaires, interviews, observation, and documentation. Path analysis is used in processing SPSS software. This study indicate that (1) communication has a significant effect on commitment, while competence is not shown to be significant; (2) OCB can be explained by communication and competence, while commitment is not proven to significantly affect OCB.

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INTRODUCTION

An organization is established as a medium for a group of individuals to achieve certain goals. The effectiveness of an organization depends on the synergy or cooperation among the individuals and groups in the organization to achieve common goals or targets. Organizational attitude and behavior are getting more and more necessary to promote the effectiveness of the organization which is the target to be achieved based on common efforts. The activity of communication is also the factor that affects Organizational Citizenship Behaviour (OCB). Essentially, communication especially interpersonal communication is the communication between communicator and communicant. Such communication is considered as the most effective effort to change someone's attitude, opinion, or behavior, due to its dialogic nature in the form of conversation. The backflow of this communication is direct, where the communicator knows the response of the communicant immediately at that time.

Based on the pre-survey and observation carried out by the researchers, there is still inharmonious communication between employees and the management. Even misunderstanding among departments still frequently occurs in the communication. Poor communication may cause employees to feel cannot stand or dissatisfied working in that company. To win the competition so that the company's product is favored by the consumers, one effort that should be made by the company is to establish quality human resources who have good abilities, reliable knowledge, production skill, attitude, and product marketing. Therefore, the ability of a business player much depends on the ability of the human resources since human resources are the main source of competitive advantage and the management of other sources of advantages.

The researchers have done pre-survey and observation and conclude that it is very difficult to find competent employees. Many companies accept employees but their competence is not suitable. For example, when looking for a merchandiser staff which one of the requirements is mastering the English language, many applicants do not master the English language and finally, the company accepts the applicant with a medium level of English language mastery. Or, an applicant graduating from the Faculty of Agriculture is accepted because he/she is able to communicate well using English. Finally, there are many problematic employees because of unsuitable competence.

Another aspect that affects the members' OCB is the commitment to the organization. Commitment to the organization can mean dedication and, in a broad meaning, can be defined as a strong belief of the members to accept the organizational goals and values, a desire to advance the organization, and a strong desire to stay in the organization. Commitment to the organization includes strong motivation to keep being a member of an organization, to feel responsible for all duties and obligations, and the desire to advance the organization. Commitment to the organization is also regarded as a will to unite with the organization, to invest time, ability, and energy for work, and considers work as the main part of his life. The stronger the member's commitment to his organization, the stronger tendency of someone is to show OCB. In terms of OCB, the researchers carry out a pre-survey by asking questions to some respondents. The result is that there are still employees who have not wanted to sacrifice more for the company. Many of them are still transactional. For example, in the holiday they are suddenly contacted for work, they prefer not to pick up the phone or refusing to work on the holiday.

LITERATURE REVIEW

Communication

Communication is a process of delivering a message or intention carried out by a party or someone to another directly or through media. Communication psychology is defined as any delivery of energy,

sound wave, and signs among places as a process of conveying a message in the form of a meaningful sign as a mix of thought and feeling such as an idea, information, belief, expectation, suggestion, and so on, which is done by someone to another both directly face to face and indirectly through media aimed at changing attitude, opinion or behavior. Interpersonal communication is also called inter-individual communication. Interpersonal communication is a message delivered by someone and received by someone else or a group of people with a direct effect and feedback. Whereas Dean Barnlund describes interpersonal communication as people in a face to face meeting in an informal social situation who do a focused interaction through the exchange of verbal and nonverbal cues that reciprocate. Interpersonal communication is the process of information exchange between someone and at least someone else or usually between two persons of which the feedback can be directly known or in the other words interpersonal communication is making relations with other people.

Competence

The word competence means capability, ability, and authority, Edy Sutrisno (2009). Etymologically, competence means the dimension of behavior, expertise, or excellence of a leader or staff who has good skills, knowledge, and behavior. Competence can be seen from two perspectives according to Zaim, Yasar, and Unal (2013) "from a management perspective, competencies are defined by two main streams: organizational or personal. Human Resource Management (HRM) literature focuses on the individual's competencies." From an organizational perspective, according to Zaim, Yasar, and Unal (2013) "At the organizational level, "core competencies" give an organization strategic competitive advantage and can be defined as "a firm's strategic resources that reflect the collective learning in the organization." Core competence refers to the ability of an organization to give performance excellence, to contribute to customer value, and to be not easily imitated from the dimensions of skills and employee's ability, which is expected to continuously grow for success.

Commitment

Commitment to the organization is a condition where the employees take the side of the organization; their goal and want is to maintain their membership in the organization. Robbins and Judge (2007) High commitment to an organization means taking sides the organization that recruits the individual. In a school organization, the teacher is a professional who directly faces students, so as an educator he should implement policies with certain objectives and have a strong commitment to the institution he works for.

Colquitt, LePine, and Wesson (2009) state that commitment to an organization affects whether an employee will stay as the organization's member or he will leave the organization for another job. Gibson, Ivancevich, and Donnelly (2012) state that commitment to an organization involves three attitudes, namely: identification with the organizational goals; feeling of being involved in the organizational tasks; and feeling of loyalty to the organization. It means an employee who is committed to the organization will regard the organizational values and interests are integrated with his personal goals. He considers his task as personal interest and he wishes to be always loyal for the sake of the organization's progress. Ivancevich, Konopaske, and Metteson (2011), state that commitment to an organization is a feeling of identification, involvement, and loyalty expressed by an employee to his organization. Yulk (2006) states commitment to an organization is the agreement of an employee with the organization's decision and requirement as well as serious efforts to perform the requirement or implement the decision following the interest.

Organizational Citizenship Behaviour

Organizational Citizenship Behaviour is a special type of work habit defined as individual behavior that is very advantageous for the organization and freedom of choice, indirectly or explicitly recognized by a formal reward system. Another definition according to Organ, OCB is constructive behavior but not included in the employee's formal job description. Budihardjo (2004) says OCB has such characteristics as voluntary behavior/extra-role behavior which is not included in the job description, spontaneous behavior, without any suggestion or order, helpful behavior, and the behavior which is not easy to be seen and assessed through performance evaluation. OCB is affected by two main factors, namely the factor coming from inside the employee (internal) such as morale, satisfaction, positive attitude, and so on, and the factor coming from outside the employee (external) such as management system, leadership system, corporate culture.

METHODS

This research is designed using the descriptive method with a quantitative approach. The method of a descriptive statistic is used to explain the phenomenon concerning the research data, whereas the quantitative method is used to explain the influence of the independent variable on the dependence variable in this research.

This research uses path analysis. The population is defined as the area of generalization consisting of objects/subjects with a certain quality and characteristics implemented by the researchers to be studied and then concluded. The population and sample of this research are employees of garment companies in the Cakung bonded area in the department/non-production staff like HRD staff, merchandiser, finance staff, export-import staff, purchasing staff, and taxation staff. The companies chosen are those with more than 1,000 employees.-. This research using nonprobability sampling with quota sampling and many samples 100 respondents.

Organizational commitment was measured using the Allen and Meyer's (1997) scale using a 5-point scale (1: absolutely disagree; 5: absolutely agree). Examples of items being 'I should be happy if I developed the rest of my career in this company' (affective commitment), "too few options to consider leaving this organization '(continuance commitment), and" I feel a sense of moral obligation to remain (normative commitment). OCB was adapted from a modified scale developed by Foote and Tang (2008) consisting of four factors of Altruism, Courtesy, Conscientiousness, and Civic Virtue with a total of 12 items.

Path analysis is a developmental technique of double linear regression. This technique is used to test the amount of contribution shown by the path coefficient in each path chart of the causal relationship between X1 X2 and X3 variables against Y and its impact on Z. "Path analysis is a technique for analyzing causal relationships that occur in multiple regressions if their free variables affect variables depending not only directly but also indirectly". (Sandjojo 2011)

RESULT AND DISCUSSIONS

Our previous concern in analyzing the validity and reliability to verify the quality of the four scales used. In the first step, we conducted a confirmation factor (CFA) analysis of the communication scale, commitment competence, and OCB using the SPSS program. Using the varimax rotation method, the results of the study show that all items have adequate validity (loading factor > 0.50). Also, the reliability analysis with Cronbach's alpha resulted in all

constructs having good reliability (Cronbach Alpha > 0.70) as required by Hair et al. (2010) and Nunnally (1986).

Multi-step Regression Analysis

We used multi-step multiple regression to test our hypotheses. In Step 1, commitment is placed as dependent and communication and competence are placed as independent (model 1). Step 2, we place OCB as dependent and communication, competence and commitment as independent (Model 2).

Simultaneously communication and competence give positive and significant influence on commitment. The size of simultaneous influence is 0.345 or rounded to become 34% as the contribution of communication and competence variables to commitment whereas the rest of 66% is affected by other factors outside the model.

Table 1
Regression Analysis

<i>Variable</i>	<i>β</i>	<i>t</i>	<i>Sig</i>	<i>R-Square</i>
<i>Model 1</i>				
Communication	.575	5.028	0.000	.345
Competence	.017	.145	0.885	
<i>Model 2</i>				
Communication	.266	3.242	.002	.736
Competence	.618	8.460	.000	
Commitment	.060	.931	.354	

$$\text{Model 1: } Y = 0.575X_1 + 0.017X_2 + 0.815E_1$$

$$\text{Model 2: } Z = 0.266X_1 + 0.618X_2 + 0.060X_3 + 0.513E_2$$

Hypothesis 1. Communication significantly affects commitment. The size of partial and direct influence of communication on commitment is 0.575 or 57%. The height of commitment is affected by communication as high as 57% whereas the rest of 43% is explained by other factors outside the model. In the apparel industry or garment companies, communication is one of key success factors. Employees will communicate better with their manager, co-workers, or customers. Communication running well between leaders and their subordinates makes the process of garment business also run well. Good communication will make employees feel at home and work with high motivation and morale. Such a condition will enhance the commitment of employees to the organization.

The result of this research supports the research of Gaetner and Nollen (2009) which states that organizational communication helps the employees who face problems and enhance the involvement of employees in the organization so as to enhance the commitment to organization. The employees with high commitment to organization are affected by good communication between superordinate and subordinates.

Hypothesis 2. Competence does not significantly affect commitment. The size of direct influence of competence on commitment is 0.017 or rounded to be 8%. The height of commitment is affected by competence as high as 8% whereas the rest of 92% is explained by other factors outside the model. This research is not supported by the research of I Ketut R Sudiardita (2013). The employees with good competence do not automatically have high

commitment. Instead, those having high competence may have low commitment.

Hypothesis 3. Communication significantly affects OCB. The size of the influence of communication on OCB is 0.266 or rounded to become 27%. It means the height of OCB is affected by communication as high as 27% whereas the rest of 73% is affected by other factors outside the model. The main motive of relationship between employee communication and OCB is determined in the theory of social exchange. This theory says that people will recompense the benefit they obtain from their organization. Good communication among employees will also affect the positive behaviour of employees as the reflection of Organizational Citizenship Behaviour (OCB), so that the employees are able to obtain, develop, and accomplish their tasks. On the contrary, if bad communication occurs due to the absence of good relations, authoritarian attitude or ignorance, prolonged dissent or conflict, and so on, it can cause the performance not maximal. Podsakoff et al. (2000), state that employee communication can build and strengthen the positive attitude of members as the form of organizational citizenship behaviour. This indicates that the better the communication between superordinate and subordinates the better Organizational Citizenship Behaviour of the employees will be.

Hypothesis 4. Competence significantly affects OCB. The size of influence on OCB is 0.618 or rounded to become 62%. It means the height of OCB is affected by competence as high as 62% whereas the rest of 36% is affected by other factors outside the model. Wibowo (2007) states that the ability to perform a job or assignment is based on skills and knowledge as well as the support of work attitude required by the job. Hypothesis 5. Commitment does not significantly affect OCB. The size of the influence of commitment on OCB is 0.060 or rounded to become 6%. It means the height of commitment *mampudipengaruhi* OCB [ataumemengaruhi?] as high as 6% whereas the rest of 94% is affected by other factors outside the model. This difference is possible because OCB is the behaviour that exceeds the standard for employees (beyond expectations), so that high commitment to organization does not always cause someone implement OCB. From the three variables used as OCB predictors, the competence variable is the strongest in affecting OCB among the other variables, namely communication and commitment. Overall, the influences raised by substructure 2 can be illustrated in the structural equation 2 that is $Z = \rho_{ZX1} + \rho_{ZX2} + \rho_{ZY} + \epsilon_2$ or $Z = 0.266X1 + 0.618X2 + 0.060X3 + \epsilon_2$.

CONCLUSIONS

Generally, the results obtained in this study indicate that (1) communication has a significant effect on commitment, while competence is not shown to be significant; (2) OCB can be explained by communication and competence, while commitment is not proven to significantly affect OCB. This research is to know whether communication and competence affect commitment which in turn gives an impact on the OCB of the staff-level employees of garment companies. The suggestions that can be given by the result of this research are: Every company should have a standard of competence so that there is no significant difference among HRD managers of one company or industry to another and they can work following the job description. Every company should organize training or workshops to improve the employees' ability and skills. The company should develop programs that can improve the OCB, also do activities that can improve the communication in the company.

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