

The Impact of Organisational Citizenship Behaviour and Organisational Commitment on Organisational Learning in Hotels

Munawaroh^{1*}, Melissa Soetarso¹ and Dyah Budiastuti²

¹Swiss German University, Kota Tangerang, Banten 15143, Indonesia

²Management Department, BINUS Business School, Bina Nusantara University, Jakarta 11480, Indonesia

ABSTRACT

This paper explored the influence of organisational citizenship behaviour on the relationship between organisational citizenship behaviour (OCB), organisational commitment (OC) and organisational learning (OL) in hotels. The majority of studies conducted on this issue have thus far focused on the relationship between OCB and job satisfaction, and the results have been mixed. This study hypothesises that OC influences OCB and OL positively, and OCB influences OL positively. Using a quantitative research design, this study sampled 115 hotel staff in Tangerang Indonesia. A structured questionnaire was designed using a 5-point Likert scale. Data testing for reliability and validity was computed using SPSS software, and the data analysed using AMOS and interpreted based on SEM analysis. The result reveals that OL is not influenced by OC directly, but influenced by the OCB of an employee who has OC.

Keywords: Organisational citizenship behaviour, organisational commitment, organisational learning

INTRODUCTION

The tourism industry contributes significantly to the economic development of many countries (Amin & Akbar, 2013). In Indonesia, the number of international

visitors grew consistently, with only slight fluctuations between 2006 and 2009 (Ling & Jiahao, 2013). The number of hotels in Indonesia has increased rapidly due to growing tourist numbers (Amin & Akbar, 2013). As such, ensuring professional standards across and within hotels is critical to sustaining such demand. In this regard, it is crucial to optimise employee behaviour as they play important roles in delivering services to guests. This underscores the importance of organisational citizenship behaviour (OCB) (Latonia, 2015). OCB is

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E-mail addresses:

munawaroh.zainal@sgu.ac.id (Munawaroh)

melissas@yahoo.com (Melissa Soetarso)

dbudiastuti@binus.edu (Dyah Budiastuti)

* Corresponding author

a major construct in the fields of psychology and management (Mohammad et al., 2011). OCB refers to the chosen behaviour by employees, spontaneously and of their own accord, that is not required or listed in an employee's job description (Podsakoff et al., 2009).

Within the ambit of organisational behaviour, organisational commitment (OC) is a crucial factor that contributes significantly to organisational efficiency (Rehan & Islam, 2013). Teamwork is crucial to organisational success, and researchers conclude that commitment levels are stable within-persons, and increase or decrease as a result of substantial organisational changes (Becker et al., 2013). Organisational commitment (OC), organisational trust (OT), and organisational identification (OI) are three forms of psychological attachment to an organisation. Each variable captures an organisation-targeted attitude toward an employment relationship (Ng, 2015). The importance of OC is simultaneously witnessed and empirically supported, with social support revealed as a significant determinant. A number of studies have examined the effect of culture on the development of employees' level of commitment to an organisation (Limpanitgul et al., 2014).

Optimal performance requires good organisational learning (OL) within the company. OL is a process of creation, acquisition and integration of knowledge aimed at employee development contributing to better organisational performance. It is among the most widespread and fastest

growing interventions in HRD practice that leads to organisational effectiveness (Hsu, 2009).

Studies of OCB show that there is a relationship between OCB and employee performance. Studies of OC also indicate that OC has the potential to boost employee performance. Similarly, studies of OL found that it leads to improved employee and organisational performance. Comparatively, few studies have been concerned with the influences of OCB and OC on the effect of OL, especially in Indonesia. To address this lacuna in the literature, this paper studies the influence of OCB and OC on the OL of employees in the hotel industry in Tangerang, Indonesia.

LITERATURE REVIEW

Organisational commitment (OC) is defined as the attitude of an employee toward his or her job (Aghaei et al., 2012). It is the emotional attachment of employees to the organisation (McShane & Glinow, 2010) and their level involvement with their organisation (Chang et al., 2013). OC improves customer satisfaction since long tenure employees have better knowledge of work practices and clients prefer to do business with the same employees. Different approaches have been used to describe the concept of commitment. One of the major models of organisational commitment conceptualises OC into three distinct dimensions: affective commitment, continuance commitment, and normative commitment (Chang et al., 2013). Affective commitment (AC) represents the individual's

feelings toward the employer, commitment and level of joy with membership to the organisation. Continuance commitment (CC) is the willingness of an employee to remain with an organisation because of the “non-transferable” investment they have in that organisation. Normative commitment (NC) is when employees feel obligated to remain with the current organisation. Organisational commitment, organisational trust and organisational identification are types of psychological attachment to an organisation (Ng, 2015). Some scholars found that commitment in relation with organisational citizenship behaviour, like continuance commitment, is affected by values and affects OCB (Liu & Cohen, 2010). Furthermore, role cognition refers to the obligation to perform OCB (Kim et al., 2013) where employees who feel engaged exhibit positive extra-role behaviour (Zhang et al., 2017).

Based on the above, and as shown at Figure 1, this research proposes the:

H1: Organisational commitment influences organisational citizenship behaviour.

Organisational learning (OL) is defined as the capability of the company to maintain, promote, and improve their performance (Chang et al., 2013). It is a process of acquiring knowledge and information which is then shared with members to adjust successfully to changing circumstances (Schermerhorn et al., 2011). Usefi et al. (2013) found that OL correlated with organisational performance. If a company

cannot achieve OL, their efficiency, effectiveness and overall performance will decrease resulting in a failure to achieve the goals of an organisation. According to Guta (2013), Huber divided OL into four elements in his study as information acquisition (IA) (the process of obtaining information and ideas). The most important information might be obtained from sources outside the company at the time of its founding. As the company grows, they obtain information internally through experience and systematic search (Schermerhorn et al., 2011). Information distribution (ID) is the distribution of knowledge and ideas from different sources leading to new information or understanding (Chang et al., 2013). Information interpretation (II) is the condition by which the distributed information and ideas are understood and correctly interpreted by all the organisation members. Information memory (IM) is the process of storing valuable information, knowledge and ideas for future use.

Some researchers find that OC has a mediating role in OL (Aragón et al., 2014; Hu, 2014; Husain et al., 2016). In line with this, it is also can be seen on Figure 1, we hypothesise:

H2: Organisational commitment influences organisational learning.

OCB is the behaviour chosen by the employee spontaneously and of their own accord that is not available and required in their formal job description (Podsakoff et al., 2009). In recent studies, OCB has been viewed widely as contributing to an

organisation’s overall effectiveness (Chang et al., 2013). According to Robbins and Judge (2013), employees who have good citizenship behaviours will help others on their team, avoid unnecessary conflicts, volunteer for extra work, and respect the spirit as well as the letter of rules and regulations.

Four distinct elements make-up the concept of OCB. Altruism is the behaviour of an employee to help co-workers and being selfless toward the organisation (Rehan & Islam, 2013). Conscientiousness is the discretionary behaviour where employees exceed the basic requirements of the task and job in terms of obeying the work rules,

attendance, and job performance, even when no one is watching (Polat, 2009). Sportsmanship is employee tolerance toward less ideal work circumstances that may occur without complaining (Naqshbandi et al., 2016). Finally, civic virtue refers to behaviour where the employees are concerned with the image and life of the company (Kasa & Hassan, 2015).

Based on the literature review, it is also shown on Figure 1 the following hypothesis is proposed:

H3: Organisational citizenship behaviour influences organisational learning.

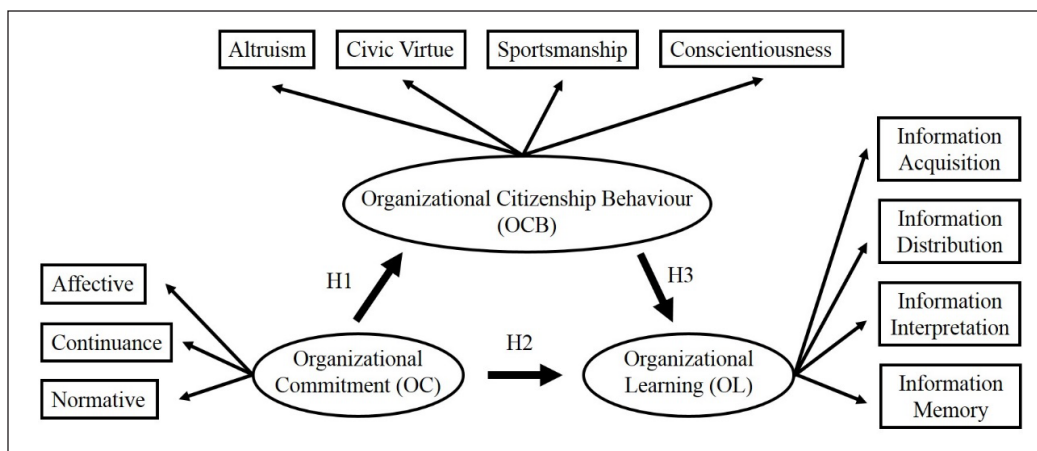


Figure 1. Research framework

MATERIALS AND METHODS

The study adopted a quantitative design. A survey was employed to test the hypotheses discussed in the previous section. A structured questionnaire was adopted from earlier studies, and each question item was set with a 5-point Likert scale from strongly disagree (1) to strongly agree (5).

The questionnaires were divided into two parts. The first part focused on respondents’ demographics such as professional role, gender and age. The second part comprised questions regarding the constructs proposed in the study. The items related to organisational commitment were adapted from Chang et al. (2013). The

measurements for organisational citizenship behaviour were adapted from Rehan and Islam (2013) while the measurements for organisation learning were adopted from Guta (2013) in Chang et al. (2013).

This study incorporated a descriptive study to provide information on the relationship and influence between the variables and indicators (Cooper & Schindler, 2011). Questionnaires were distributed to a sample of hotel employees to collect primary data. Secondary data was sourced from published information and journals. The target population was members of the Soll Marina Hotel Serpong in Tangerang and comprised 120 employees from staff to managerial level. Stratified sampling was used where the respondents were classified into sub-populations (Indriantoro & Supomo, 2013). In this case, the criteria or “strata” is the hotel department which is classified into five parts: front office, housekeeping, food and beverage, sales and marketing and other departments. Slovin’s formula was used to calculate the sample size, and the total number of employees is 120. With a 5 % desire margin of error, 93

respondents were needed out of 120. One hundred and twenty questionnaires were distributed to respondents. One hundred and seventeen questionnaires were returned, but only 115 were eligible for data analysis due to missing data.

Pre-testing and post-testing were conducted to test the reliability and validity of the instrument used in the questionnaire. The pre-testing was based on the result of 30 respondents, and the post-testing was based on the result of 115 respondents. Cronbach’s alpha was used to measure the reliability of the test where a value greater than 0.7 was considered reliable, and for validity test, the Keiser-Meyer-Olkin (KMO) test was used where a value greater than 0.5 was considered valid (Budiman & Anantadjaya, 2014). As the result presented on Table 1, the value of reliability is above 0.7 and the value of validity are greater than 0.5, it can be concluded that the instruments are valid and reliable.

Descriptive Statistic

Table 2 shows the descriptive analysis of each variable and indicator in this research.

Table 1
Reliability and validity testing

			Pre-Test	Post-Test
Reliability	Cronbach’s Alpha	OCB	0.871	0.793
		Organisational Commitment	0.822	0.795
		Organisational Learning	0.946	0.883
Validity	KMO Measure of Sampling Adequacy	OCB	0.639	0.818
		Organisational Commitment	0.573	0.740
		Organisational Learning	0.721	0.820

Source: Data Processing Result

Table 2
Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
AL	115	1.60	5.00	3.8957	0.54248
CO	115	1.00	5.00	3.7348	0.59261
SP	115	2.00	5.00	4.1435	0.67948
CV	115	2.00	4.50	3.4391	0.48507
AC	115	1.60	5.00	3.8157	0.58348
CC	115	1.00	4.75	3.4848	0.59906
NC	115	1.00	4.50	3.5022	0.56048
IA	115	1.00	5.00	3.5739	0.75516
ID	115	1.00	5.00	3.7884	0.71373
II	115	2.00	5.00	3.8848	0.53526
IM	115	1.00	5.00	3.6674	0.57993
Valid N (listwise)	115				

Source: Data Processing Result

Goodness of Fit Model

Figure 2 is the SEM model result with regression values after the data was processed.

The goodness of fit analysis for the SEM model above can be seen in the Table 3.

The table shows that the SEM model meets the recommended standard values and has a good fit, meaning that the SEM model fits the sample data.

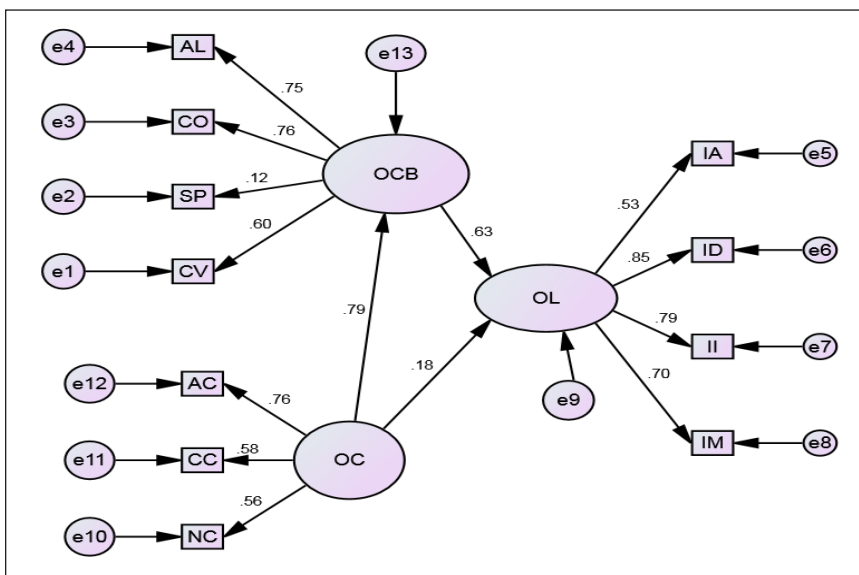


Figure 2. Structural equation model (Source: Data Processing Result)

Table 3
Goodness of fit analysis

Fit Index	Recommended Standard Values	Value	Evaluation
X ²	As low as possible	56.338	Good Fit
p – value	p – value ≥ 0.05 = better	0.056	Good Fit
CMIN/df	CMIN/df ≤ 2.00 = better	1.374	Good Fit
RMSEA	RMSEA ≤ 0.08 = better	0.057	Good Fit
GFI	GFI value closer to 1 = better	0.924	Good Fit
AGFI	AGFI value closer to 1 = better	0.877	Good Fit
TLI	TLI value closer to 1 = better	0.948	Good Fit
CFI	CFI value closer to 1 = better	0.961	Good Fit

Source: Data Processing Result

Standardized Regression Weight Analysis

Table 4
Standardized regression weights

			Estimate
OCB	<---	OC	0.793
OL	<---	OCB	0.630
OL	<---	OC	0.176
CV	<---	OCB	0.600
SP	<---	OCB	0.119
CO	<---	OCB	0.760
AL	<---	OCB	0.746
IA	<---	OL	0.530
ID	<---	OL	0.849
II	<---	OL	0.788
IM	<---	OL	0.700
NC	<---	OC	0.563
CC	<---	OC	0.582
AC	<---	OC	0.760

Source: Data Processing Result

The estimated value in the Table 4 above is rounded as shown in the SEM model in Figure 2. Each variable and indicator has a positive relationship with almost everything above 0.5. Only SP is below 5 indicating that the relationship between OC and OL is weak.

RESULTS AND DISCUSSIONS

Sixty-six percent of the respondents are male, and 34 are female. Forty-five percent are 20-30 years old, and 55% are aged from 30 to 60 years. As for the level of respondents, 12% are from the managerial level, 20% supervisory level, and 68% are rank and file staff.

Table 5 provides the data required to determine the level of influence within the model. If its p-value is under 0.05 (<0.05), it

Table 5
Regression weights

			Estimate	S.E.	C.R.	P	Label
OCB	<---	OC	0.732	0.178	4.108	***	
OL	<---	OCB	0.866	0.347	2.496	0.013	
OL	<---	OC	0.223	0.283	0.788	0.431	
CV	<---	OCB	1.000				

Table 5 (continue)

			Estimate	S.E.	C.R.	P	Label
SP	<---	OCB	0.278	0.242	1.150	0.250	
CO	<---	OCB	1.547	0.264	5.855	***	
AL	<---	OCB	1.390	0.240	5.799	***	
IA	<---	OL	1.000				
ID	<---	OL	1.513	0.269	5.632	***	
II	<---	OL	1.053	0.192	5.478	***	
IM	<---	OL	1.014	0.196	5.166	***	
NC	<---	OC	1.000				
CC	<---	OC	1.105	0.248	4.459	***	
AC	<---	OC	1.406	0.278	5.051	***	

Source: Data Processing Result

means that there is a significant influence in the relationship (Wijaya & Mustafa, 2012). A value of *** as seen in the table means that the value is less than 0.01 and extremely

small, which is better than the standard value of 0.05. Table 6 presents the hypothesis testing based on regression weights:

Table 6
Hypotheses testing

	Measurement	Criteria Value	P-value	Conclusion
H1	Organisational Commitment to OCB	H ₁₋₀ : OC does not influence OCB H ₁₋₁ : OC influence OCB	***	H ₁₋₁ is accepted
H2	Organisational Commitment to OL	H ₂₋₀ : OC does not influence OL H ₂₋₁ : OC influence OL	0.431	H ₂₋₀ is accepted
H3	OCB to OL	H ₃₋₀ : OCB does not influence OL H ₃₋₁ : OCB influence OL	0.013	H ₃₋₁ is accepted

Source: Data Processing Result

The full version of the three hypotheses is as follows:

H1 = Organisational commitment significantly influence OCB. The higher the OC will also make the OCB higher and vice versa.

H2 = Organisational commitment does not significantly influence organisational learning.

H3 = OCB significantly influences organisational learning. The higher the OCB, the higher the OL and vice versa.

After the regression value is known and hypotheses tested, the research questions can be answered.

Table 7
Hypotheses result

	Measurement	Standardized Estimate	p-value	Result
H1	Organisational Commitment to OCB	0.793	***	H ₁₋₁ is accepted
H2	Organisational Commitment to OL	0.176	0.431	H ₂₋₀ is accepted
H3	OCB to OL	0.630	0.013	H ₃₋₁ is accepted

Source: Data Processing Result

Hypothesis #1. Question 1: Does organisational commitment influence OCB? From the summary of the results above, as can be seen on Table 7, the first hypothesis testing reveals that employees' OC has a positive and significant influence on OCB because the standardized estimate value is positive (0.793) and its p-value is ***. Hypothesis 1 is accepted.

Hypothesis #2. Question 2: Does Organisational Commitment influence OL? The second hypothesis testing result reveals that there is a positive correlation between OC and OL at 18%, it is also shown on Table 7. However, the p-value is 0.431, and since it is below 0.05, therefore OC does not significantly influence OL.

Hypothesis #3. Question 3: Does OCB influence OL? The third hypothesis testing result reveals that employees' OCB has a positive and significant influence on OL because the standardised estimate value is positive (0.630) and its p-value is 0.013. It can be concluded that hypothesis 3 is accepted as it shown on Table 7

Based on the results above, it is confirmed that OC influences OCB. Liu and Cohen (2010) found that the continuance commitment of an employee is affected by value and OCB. Extraverted people are found to be more pleasurable to work with

(Zafar et al., 2015), and commitment will correlate positively with OCB (Organ & Ryan, 1995). To add theoretical support to this finding, Kim et al. (2013) found that role cognition increased the sense of obligation (commitment) to perform OCB. In addition, Zhang et al. (2017) found that employees who felt engaged exhibit positive extra role behaviour. Ng (2015) found that fostering organisational commitment included organisational trust and organisational identification as types of psychological attachment to an organisation. OCB forms a part of psychological attachment that employees have to their organisation.

We found that OC does not significantly influence the OL since the p-value is below 5. Other researchers found that OL is influenced by factors others than OC such as transformational leadership (Shao et al., 2017), knowledge creation, innovation and OL (Lyles, 2014), and measurement of OL (Lloria & Luzon, 2014). Some researchers found that OL is a mediating variable (Aragón et al., 2014; Hu, 2014; Husain et al., 2016). Furthermore, even though OC does not significantly influence OL, there is a strong argument that OC is related to OL as mentioned by Aghaei et al. (2012).

The result also shows that OCB influences OL. In order to survive, an

organisation needs to sustain which requires periodic learning. Sustainability is a major challenge for organisations (Merad et al., 2014). Organisations require a strategy to secure a competitive advantage. Having a certain personality like OCB from hotel employees is a requirement if organisations want to compete. The OCB staff will enhance organisational learning since one of the attributes of OCB is a civic virtue which is when an employee is concerned with the image and life of the company.

The results highlight how OCB influences OL, and how OC influences OCB. However, the result must be taken with caution since the respondents are limited to one hotel. The results could be different with different samples.

CONCLUSION

OC influences OCB positively, and OCB positively influences OL. However, OC does not significantly influence OL. In other words, employees who have a high commitment to their job and employer will exemplify positive OCB because they are committed and ready to give their best to the organisation. This is sometimes also called “going the extra mile”. When employees have good OCB, they are more likely to undergo OL since their OCB is positively influenced by OC. When the employees are loyal to their organisation, they show greater commitment to helping implement the organisation’s strategies.

There are two limitations of this research. First, the sample size is small, which means the results might be unable

to be generalised. A larger sample could be used to for more generalisable results. Second, the study was conducted in a single hotel in Tangerang. Further studies with more analytical measures are recommended, including comparing one hotel to another, to confirm the influence of OL on OCB and influence of OCB on OL.

This study has both theoretical and practical implications. The contribution to theory is that the study offers empirical evidence of the relationship between OC, OCB and OL. The practical implication concerns hotel managers. Applying OC, OCB and OL as human resources strategy within an organisation’s strategy could help the organisation secure a competitive advantage.

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