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Relationship Personality, Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior of Service Industries in Indonesia

Dorothea Wahyu Ariani
Department of Management, Atma Jaya Yogyakarta University, Jl Babarsari No. 43 Yogyakarta, Indonesia

ABSTRACT

This study addressed the role of personality organizational commitment and job satisfaction in contextual performance or Organizational Citizenship Behavior (OCB). Job satisfaction in this study was identified satisfaction to reward or pay satisfaction (extrinsic job satisfaction), organizational commitment was identified affective organizational commitment and personality was identified self-esteem personality. I provided a framework showing these variables may motivate citizenship behavior. A survey was conducted by using questionnaires from previous study. The questionnaires were sent to 600 employees in private service organizations such as hospitals, schools, hotels and educational institution, 415 completed surveys were returned anonymously in sealed envelopes. Validity tests and reliability tests were used to test the questionnaires contents. The Structural Equation Modeling (SEM) was used to test the relationship among the variables. The result proved that self-esteem personality and affective organizational commitment have positive effect on OCB, but extrinsic job satisfaction has negative effect on OCB. A thorough discussion on the relationship among the variables as well as on self rating is presented in this study.

Key words: Affective organizational commitment, extrinsic job satisfaction, self-esteem personality, organizational citizenship behavior

INTRODUCTION

Early research regarding the antecedents of OCB focused on employee attitudes and dispositional factors. Commonly studied antecedents of OCB are job satisfaction, organizational commitment, personality characteristics, perceptions of organizational justice and leadership behavior. Researchers (Bateman and Organ, 1983; Organ and Lingl, 1995; Organ and Moorman, 1993; Penner *et al*., 1997) have found that employee satisfaction, organizational commitment, organizational justice, personality and motivation all impact and affect OCB.

One of the most intuitive antecedents of OCB is job satisfaction. Organ and Ryan (1995) conducted meta-analysis studies and found a modest relationship between job satisfaction and OCB. This relationship was stronger than the relationship between job satisfaction and in-role performance (Alizadeh *et al*., 2012). The most frequently investigated correlate of OCB has been job satisfaction (Bateman and Organ, 1983; Smith *et al*., 1983; Puffer, 1987; Organ and Konovsky, 1989; Moorman, 1993; Williams and Anderson, 1991; Organ and Lingl, 1995; MacKenzie *et al*., 1998; Wagner and Rush, 2000; Murphy *et al*., 2002; Chiu and Chen, 2005). However, other researchers have found no significant relationships

between OCB and job satisfaction (Farh *et al.*, 1990; Chen *et al.*, 1998; Schappe, 1998; Randall *et al.*, 1999). Moorman (1991) concluded that there is no significant relationship between job satisfaction and OCB when relationship of procedural justice to OCB is controlled.

Employee commitment to an organization is very important when explaining employee's behavior because of its impact on overall performance of the organizations (Benkhoff, 1997). Organizational commitment has the potential to predict a variety of organizational outcomes such as increase job performance, reduced turnover, lower absenteeism and increase OCB (Mathieu and Zajac, 1990). Links between organizational commitment and OCB have been suggested (Williams and Anderson, 1991). Organizational commitment is one of the important factors which contribute to foster OCB (LePine *et al.*, 2002; O'Reilly and Chatman, 1986). Organ and Ryan (1995) also argued that other attitudinal measures such as organizational commitment is found to correlate with OCB at about the same rate as job satisfaction. Job satisfaction has consistently been positively linked to organizational commitment in several studies. The results of research conducted Feinstein (2002) found employee job satisfaction can predict commitment to the organization. When employees show enhanced job satisfaction, their organizational commitment is also enhanced. This is indicates that job satisfaction is strongly correlated with organizational commitment. There are many differing opinions on the relationship between organizational commitment and job satisfaction. The difference of opinion is about the relationship between organizational commitment and job satisfaction. Opinions of previous researchers are, these two constructs are related, that satisfaction will influence employee commitment (Robert *et al.*, 2000), but a causal relationship between the two constructs that give rise to conflict (Martin and Bennett, 1996). The study conducted by Martin and Bennett (1996) found that organizational commitment and job satisfaction are causally independent. Traditionally, literature on organizational commitment and job satisfaction has held that they are correlates but there is no consensus concerning their causal order (Huang and Hsiao, 2007).

In terms of personality characteristics, core self-evaluation is the most support as antecedent of OCB (Judge and Bono, 2001). OCB is likely to be influenced by individual's degree of self-efficacy. Individual high self-efficacy make greater use to adaptive behavior, may be more likely to volunteer to help co-workers with work-related problems, or to attend voluntary meetings (Beauregard, 2012). Thoresen *et al.* (2006) found that positive personality disposition positively influenced the extent to which employees are committed to their organization. Erdheim *et al.* (2006) suggested that organizational commitment may be inclusion on the list of constructs that are related to personality.

There is strong relationship between OCB and personality characteristics (Podsakoff *et al.*, 2000). Personality characteristics are particularly good predictors of OCB (Borman and Motowidlo, 1997; Motowidlo and van Scoter, 1994; Van Scotter and Motowidlo, 1996). Few studies examining the relationship between individual differences and OCB have provided contradictory results (Organ and Konovsky, 1989; Smith *et al.*, 1983; George, 1991; Organ and Ryan, 1995; Konovsk and Organ, 1996). They said that personality is weaker predictors of OCB when compared to attitudinal factors. Based on these debates, this study aims to examine the relationship extrinsic job satisfaction and affective organizational commitment as work attitude and self-esteem personality on performance, especially contextual performance or OCB.

LITERATURE REVIEW AND HYPOTHESIS

Organizational citizenship behavior: Contextual performance or often referred to as Organizational Citizenship Behavior (OCB) is a unique aspect of the activities of individuals in the

workplace. This activity is beyond the formal requirements in their work, to be free and not explicitly to be in work procedures and formal rewards system. OCB emerges from the individual such as a desire to contribute to the organization. This is due to behave in a model of spontaneous activity and must be supported by the existing system, the cooperative system, informal, no collaboration, supported by its leader and social exchange. Such behavior is also an individual commitment that arises as an expression of satisfaction. OCB is the part of performance.

It is critical to clearly differentiate between in-role performance and extra-role performance or OCB at work. However, it can be difficult to differentiate in-role versus extra-role performance (Gonzalez and Garazo, 2006). Katz and Kahn (1966) defined OCB can improve the effectiveness of the organization. In-role performance is the formal role and responsibility of the employee, whereas OCB is the innovative and spontaneous performance. OCB includes the roles and behaviors that improve the overall organizational effectiveness and goodwill (Bateman and Organ, 1983). OCB was identified in the previous studies as an important aspect of job performance (Motowidlo and van Scoter, 1994). This behavior includes persistent enthusiasm and help and cooperation with others. Determining how OCB contributes indirectly to an organization's social system has been on increasing interest to researchers.

Performance is the ability to work or something that is achieved. Performance is an objective reality that can be known and can be observed. Performance assessment should be based on competency model that focuses on the skills needed by employees both in the present and in the future. Employee performance is assessed should also include the performance of the task (task or job performance) and performance in off-duty (non-task performance or contextual performance or OCB) (Motowildo *et al*., 1997; Motowidlo and van Scoter, 1994). OCB is a unique aspect of the activities of individuals in the workplace. Nevertheless, individual attachment on the activities carried out voluntarily is known to be important for the performance and effectiveness of the organization (Borman and Motowidlo, 1997; Motowidlo and van Scoter, 1994; Motowildo *et al*., 1997). From various studies that have been done on the differences between task performance and contextual performance revealed that the two types of performance are two different things (Van Dyne and LePine, 1998; LePine and van Dyne, 2001; Williams and Anderson, 1991; Organ, 1997; LePine *et al*., 2002). An important distinction between task performance and OCB is that task activities vary across jobs, whereas OCB is quite similar across jobs (Borman *et al*., 2001). Task performance is based on the job analysis and has a purpose discovering the tasks and task dimensions that differentiate one job from other jobs. OCB as volunteering and cooperating with others are largely the same for different jobs. The issue of balancing citizenship behavior with task behavior is a difficult and yet finding that balance is imperative (Bergeron, 2005).

Analyzing OCB and relationship this variables with all antecedents, I use the social exchange theory, self-consistency and self-monitoring theory. The social exchange theory often used to examine various aspects of employee reciprocity including OCB. The obligation imposed by the norm of reciprocity. Integration social exchange to reciprocity is the fact that individuals are connected through mutual dependencies. Based on the social exchange theory, job satisfaction and organizational commitment positively affects OCB. Hence, research on social exchange only exploit behavior variable, such as job satisfaction and organizational commitment. In line with the self consistency theory, individuals who have high self-assurance will drive motivation to behave, both in improving organizational performance or for personal interests. The person also believes that he/she is able to carry out the general tasks given and has good internal control. Good self confidence also allows a person to have stable emotional state. Self monitoring theory differentiates

individuals with high self monitoring who are sensitive and responsive towards social and interpersonal signals on proper behavior in accordance with the expected roles from those with low self monitoring who are less responsive towards the signals (Warech *et al*., 1998). Previous studies have been suggested linking OCB to some situational factors such job satisfaction (Bateman and Organ, 1983; Smith *et al*., 1983).

Personality and organizational citizenship behavior: From previous studies, individual behavior is generally influenced by personality. Therefore, research on the relationship between personality and OCB also have been carried out (Organ, 1994; Organ and Konovsky, 1989; Moorman and Blakely, 1995; Organ and Lingl, 1995; Williams and Shiaw, 1999; Konovsk and Organ, 1996; Van Dyne *et al*., 2000; Moorman and Blakely, 1995; Motowildo *et al*., 1997; Beaty *et al*., 2001; Love *et al*., 2002). Based on theoretical and empirical review of OCB, Organ and Ryan (1995) concluded that OCB is more influenced by individual personality factors compared to the capability or experience. A person with high self-esteem will view a challenging job as an opportunity for the person to control and obtain its benefits, while those with low self-esteem more looking at the job as an opportunity to fail (Judge and Bono, 2001). In line with the self-consistency theory, individual will be motivated to carry out actions that are consistent with his/her picture. This means that individuals with high self-esteem will develop higher personal performance and will be able to predict the success of which will be achieved with higher targets and goals that he composed his own (self-set goals). Individuals with low self-esteem is also said to have poor social skills, poor initiative and are less able to achieve the target. However, Day and Silverman (1989) which states that personality variables are poor predictors of task performance. Relationship between personality and task performance is only low (marginal relationship).

One of the dimensions of personality variables is self-esteem. Self-esteem is a basic assessment of individuals and a predictor for job satisfaction (Judge *et al*., 1998). Judge *et al*. (1998) also stated that self-esteem is a level of like and dislike against itself. Self-esteem is also referred to as a filter or frame of reference of the perception and control of cognition, emotion and motivation (Ghorpade *et al*., 1999). Usually, people with high self-esteem have a feeling or a desire to succeed in activities or work. Therefore, people who have high self-esteem are not afraid to take challenges or risks on the job than those who have low self-esteem. In many previous studies also said that people with high self-esteem would have higher job satisfaction than people with low self-esteem (Robbins and Judge, 2011). In addition, a person with high self-esteem would view as a challenging job opportunity in which people are able to control and obtain its benefits, while those with low self-esteem more looking at the job as an opportunity to fail (Judge and Bono, 2001). High self-esteem showed the belief that he is more capable and competent than low self-esteem. On the basis of the previous research, hypothesis has been developed:

- **H1:** Self-esteem personality has positive effect on OCB

Personality, job satisfaction and organizational commitment: The role of personality in job satisfaction has long been recognized. Previous studies found that personality is antecedents of job satisfaction (Ilies and Judge, 2003; Judge and Bono, 2001; Judge *et al*., 2000, 2002a; Judge and Larsen, 2001; Heller *et al*., 2004; Karatepe *et al*., 2006). Personality, especially core self-evaluations would be related to job satisfaction through both direct and indirect means (Judge and Bono, 2001). Self-esteem is one of the core self-evaluation personality dimensions. Judge *et al*. (1998) found that self-esteem has significantly correlation with job satisfaction. Person

with high self-esteem will view a challenging job as a deserved opportunity or a chance to success, whereas person with low self-esteem will view it as an undeserved opportunity or a chance to fail. Judge *et al.* (1998, 2002a) found that self-esteem was not the strongest correlate of job satisfaction.

Previous researches also found that personality is antecedents of organizational commitment (Cohen, 1992; Bamberger *et al.*, 1999; Hackett *et al.*, 1994). Spagnoli and Caetano (2012) revealed that the relationship between personality and organizational commitment are very scarce. Self-esteem personality is the basic appraisal people make of themselves. The dispositional approach such as self-esteem personality to job satisfaction and organizational commitment focuses on the role of enduring traits in determining job satisfaction and organizational commitment. People with high self-esteem are likely to report higher job satisfaction and organizational commitment because they are inclined to participate in a variety behavior to reinforce their positive self-concept.

Influence of personality on organizational commitment is usually indirectly via job satisfaction (Williams and Hazer, 1986). Job satisfaction is a determinant of organizational commitment based on an exchange of resources between individuals and organizations (Williams and Hazer, 1986; Martin and Bennett, 1996; Meyer *et al.*, 1993; Yousef, 1998). Job satisfaction is an affective response to specific work-related facets, whereas organizational commitment is an affective response to a whole organization. Therefore, commitment should be more consistent than job satisfaction over time and takes longer after one is satisfied with his/her job (Feinstein and Vondrasek, 2001). As previous researchers, Judge *et al.* (2000) showed that positive self-esteem is related to the attainment of more challenging and complex jobs. Individuals with positive self-esteem seek out more challenging jobs. Individuals who appraise their jobs as positively challenging tend to experience increased affective commitment. On the basis of these assumptions, the following hypotheses have been developed:

- **H2:** Self-esteem personality has positive effect on extrinsic job satisfaction
- **H3:** Self-esteem personality has positive effect on affective organizational commitment

Job satisfaction and organizational citizenship behavior: This study also uses job satisfaction as independent variable. Job satisfaction is a general attitude toward his work. Work is not just a series of activities to do from day to day, but the job also requires interaction with leaders and subordinates or co-workers. Therefore, assessment of satisfaction with the job is something that is very complex. There are many things that affect job satisfaction. According to Robbins and Judge (2011), several factors that affect job satisfaction are the work was challenging or require the skills and expertise that are very complex, the work promises rewards that are fair and reasonable, challenging works on the supporting work's condition both physically and psychologically, in the work of colleagues who are supportive and friendly and that is no less important is the suitability of the work with the personalities of people who do it. Job satisfaction can be used to predict the performance, organizational commitment and service quality. To improve job satisfaction, individual gain levels higher educational attainment, while the experience is a bit low causing extrinsic job satisfaction. To increase the organizational commitment, job satisfaction to compensation, policies and working conditions must be improved. According to Mowday *et al.* (1979), job satisfaction is also seen as a result of affective or attitude relating to the situation and work experience and is an important variable for the organization.

Locke stated that job satisfaction is related to personality traits, where job satisfaction is influenced by personality traits related to emotion as job satisfaction with a pleasant emotional state (Dorman and Zapf, 2001). Their results state that personality affects working conditions and this

will have an effect on job satisfaction. They also stated that job satisfaction is placed as the core concept in the psychology of work and organizations that mediate the relationship between working conditions on the one hand and organizational and individual outcomes on the other. Heller *et al.* (2002) stated that job satisfaction is an important construct in organizational behavior and is associated with important outcomes such as job performance, OCB, absenteeism and satisfaction in life. However, job satisfaction and performance relationships can not be studied in cross section, but should be by doing longitudinal study (Iaffaldano and Muchinsky, 1985). They also say that there are many things that can moderate the relationship between job satisfaction and job performance, such as the level of recognition, situational factors accompanying, self-esteem, pressure to produce and the norms of reciprocity.

According to Smith, Kendall and Hulin, all sources of job satisfaction fall into two categories, intrinsic satisfaction and extrinsic satisfaction. Intrinsic source of satisfaction originate from within the individual, have psychological value and are essentially self-administered (Mohammad *et al.*, 2011). Intrinsic job satisfaction is the values that an individual has or wants. Extrinsic source of satisfaction originate from outside the individual, such as job security, reward and fringe benefits. Extrinsic job satisfaction is the employee's perception of how the organization meets the individual needs or values. Job satisfaction is an employees' emotional attitude toward his or her job. Job satisfaction is the degree of an employee emotional attitude toward his or her job. Job satisfaction is also the degree of an individual's satisfaction or dissatisfaction with the internal and external aspects of his or her job.

Although, the scholars do not seem to reach an agreement in job satisfaction in terms of its classification, the five facet of job satisfaction conceptualized by Smith *et al.* (1983) have generally covered its content, these are: Satisfaction with supervisor, satisfaction with coworker, satisfaction with pay, satisfaction with promotion and satisfaction with the work itself (Huang *et al.*, 2012). Williams and Anderson (1991) found positive relationships between both intrinsic and extrinsic job satisfaction and each of OCB dimensions. Lee and Allen (2002) found intrinsic job satisfaction is positively related to OCB- toward organization but not OCB-toward individual. Empirical studies carried out by various researchers to establish the relationship between job satisfaction and OCB, but result of job satisfaction and OCB relationship have proven to be an inconsistent one. The finding of job satisfaction and OCB relationship vary across various research studies. Organ and Lingl (1995), Bateman and Organ (1983), Smith *et al.* (1983) and Organ and Ryan (1995) found a significant relationship between job satisfaction and OCB. Chen *et al.* (1998), Farh *et al.* (1990) and Randall *et al.* (1999) found no significant relationships between OCB and job satisfaction. Organizational citizenship behavior is a unique aspect of individual activities in a work place, however, the activities are not formally required by their jobs, independent and not explicitly and formally stated in work procedures and remuneration system. Payment system in organization may did not effect OCB. To address this inconsistency, the present study investigates the relationship between OCB as dependent variable and extrinsic job satisfaction as independent. On the basis of these assumptions, the following hypothesis has been developed:

- **H4:** Pay or extrinsic job satisfaction has negative effect on OCB

Organizational commitment and organizational citizenship behavior: According to Mowday, organizational commitment is defined as the relative strength of an individual's identification and involvement in the organization (Aldag and Reschke, 1997). Organizational

commitment consists of employee's attachment of the organization where they work (Laschinger *et al*., 2001). Organizational commitment is also membership at the individual and organizational goals. Somers and Birnbaum (1998) suggested a link between organizational commitment and task performance. Wiener and Vardi states that organizational commitments may affect performance through two intervening variable that is the effort and achievement, so it seems the difference between commitment, motivation, achievement and so on that provide an understanding of the empirical relationship between work commitments related to performance (Somers and Birnbaum, 1998). Herscovitch and Meyer (2002) define organizational commitment in general as a power or way of thinking (mind set) that binds individuals into a series of activities that are relevant to one or more targets. In this case, organizational commitment is defined as a commitment to achieve performance. According to Bateman and Strasser (1984), an organization whose members have high organizational commitment will achieve higher performance, have higher productivity and lower absenteeism and tardiness (Cohen, 1992).

Meyer and Allen has three forms of organizational commitment, namely affective organizational commitment, commitment to sustainability or lasting commitment (continuance organizational commitment) and normative organizational commitment (Herscovitch and Meyer, 2002). Affective organizational commitment is the individual emotional interest, impartiality and specifically involved in the organization (Laschinger *et al*., 2001). Affective organizational commitment is also a feeling of love or interested in the organization (Meyer *et al*., 1993). Employees with strong affective organizational commitment will be working in the organization because "they want". Affective organizational commitment was positively related to task performance. Continuance organizational commitment describes the awareness of employees towards the costs associated with leaving the organization (Laschinger *et al*., 2001). Individuals with high continuance organizational commitment convinced of the benefits to settle or stay in an organization rather than the consequences of leaving the organization because "they need". Hackett *et al*. (1994) stated that affective organizational commitment is positively related to performance, but the relationship between continuance organizational commitment and performance is not significant.

Normative organizational commitment refers to a loyalty and sense of debt toward the organization based on moral obligation and typically develops as a result of socialization practices and based on a sense of duty and loyalty (Allen and Meyer, 1990). Individuals with high normative organizational commitment will be working in the organization because their feeling and obligation to stay employed in the organization. Sense of loyalty and duty underlying an employees' normative organizational commitment influences the individual to remain with the organization because they feel as though they ought to do so (Clugston, 2000). Becker and Billings (1993) also revealed that the organizational commitment is closely related to several factors such as job satisfaction, intention to quit, OCB, absenteeism, turnover and inaction.

Previous studies show that employees with high organizational commitment especially with high affective organizational commitment are more interested to engage in OCB (Williams and Anderson, 1991; Allen and Meyer, 1990). Affective organizational commitment involves feelings of intrinsic motivation. Affective organizational commitment is likely to be consistently associated with constructive attitude and behaviors. Bolon's research (Bolon, 1997) stated that affective organizational commitment affects the individual OCB. The results support the research of Williams and Anderson (1991) which states that the organizational commitment effect on performance, either task performance or OCB. The same study was also conducted by Schappe (1998), Van Scotter (2000) and Feather and Rauter (2004). The research of

Bartlett (2001) found that organizational commitment was related to important organizational variables such as individual performance, retention and turnover. Mathieu and Zajac (1990) stated that affective commitment is positively related to performance but not for everything. On the basis of the previous research, hypothesis has been developed:

- **H5:** Affective organizational commitment has positive effect on OCB

Job satisfaction and organizational commitment: The relation between job satisfaction and organizational commitment is both controversial and contradicting. Although the relationship between two variables is still in question, both job satisfaction and organizational commitment have been linked with constructs such as OCB. The correlation that has been examined most frequently in the OCB is job satisfaction and organizational commitment (Organ and Konovsky, 1989; Bateman and Organ, 1983). Previous research showed significant correlation between organizational commitment and job satisfaction (Brown and Mitchell, 1993; Lee, 1988; Huang *et al*., 2012). These results were consistent with main stream research. Furthermore, the results Hackett *et al*. (1994) stated that there were several variables that are the antecedents and consequences of organizational commitment, namely motivation and job satisfaction as antecedents, while the performance and the desire to get out of the organization or leave a job is a consequence of organizational commitment. This is consistent with the results of Mathieu and Zajac (1990).

Furthermore, job satisfaction is known as a component of commitment in the organization and is a pleasure derived from the application of the values in the work (Feinstein, 2002). However, because it is still being debated, the relationship of job satisfaction with the organizational commitment in a variety of research there is still no uniformity. Bishop and Scott (2000) revealed the existence of a positive relationship between job satisfaction and organizational commitment and a negative relationship between the organization's commitment and resource-related conflict. Researchers have found causal relation (Bateman and Strasser, 1984), correlational relation (Mathieu and Zajac, 1990) and non existent relation (Curry *et al*., 1986) between two variables.

Bateman and Strasser (1984) argued that the greater the commitment of the organization the higher job satisfaction, because of the commitment to initiate rationalization process in which attitudes are consistent with the behavior. Therefore, according to Bateman and Strasser (1984), the influence of organizational commitment in causing job satisfaction is positive and significant, while the causes of job satisfaction in organizational commitment is not significant, so that job satisfaction is the result of the commitment of the organization (Cramer, 1996). This finding is supported by Vandenberg and Lance (1992) who is stated that the commitment of the organization will lead to job satisfaction. Curry *et al*. (1986) found that there was no relationship between job satisfaction and organizational commitment, while Elangovan (2001) found that job satisfaction affects organizational commitment. The findings of researches showed that job satisfaction is a cause of organizational commitment. Although job satisfaction and organizational commitment are closely related, while a person can have positive commitment tendencies to his organization, he can be dissatisfied with a certain job or experience (Lok and Crawford, 2001).

According to social exchange theory, employees will always establish relationships in the workplace, both economic exchange relationships that have shorter time period and social exchange relationship that have longer time. However, the relationship between the individual and the organization emphasizes social exchange and economic exchange rather than outcomes. When individuals form a social exchange with the organization, then the individual is likely to have the task performance and OCB better and lower intention to leaving the organization. Much empirical

evidence suggests that without social exchange relationship will lead to high labor turnover, low job performance and the lack of implementation of OCB (Konovsky and Pugh, 1994; Settoon *et al*., 1996).

The majority of theoretical and empirical evidence suggests that job satisfaction is an antecedent to organizational commitment. Previous studies found that job satisfaction as an independent variable and organizational commitment as a dependent variable (Gaertner, 1999; Jernigan *et al*., 2002; Lok and Crawford, 2001; Feinstein and Vondrasek, 2001; Clugston, 2000). In the other side, other researchers found that organizational commitment as an independent variable and job satisfaction as a dependent variable (Bateman and Strasser, 1984; Vandenberg and Lance, 1992; Lau and Chong, 2002). Research of Meyer *et al*. (1993) found that affective commitment was related to positive experience such as satisfaction with job. The researcher found out that affective commitment varied with one's satisfaction with aspects of the work context (Gunlu *et al*., 2010). Job satisfaction has been considered as an antecedent of organizational commitment since job satisfaction represents only a subset of the factors that determine organizational commitment (Williams and Hazer, 1986; Mathieu and Zajac, 1990).

According to the literature discussed previously, job satisfaction and organizational commitment are two work-related attitudes that reflect two significant workplace outcomes. Job satisfaction is a relevant antecedent of organizational commitment and it might mediate the relationship between some antecedents and organizational commitment. Personality dimensions may influence job satisfaction and organizational commitment. Job satisfaction and organizational commitment are multidimensional phenomenon and complex variables. This study used self-esteem as independent variable, affective commitment and pay satisfaction or extrinsic satisfaction as mediating variables in the relationship models. Extrinsic job satisfaction may be viewed as determinant of affective organizational commitment. On the basis of the previous research, hypothesis has been developed:

- **H6:** Extrinsic job satisfaction has positive effect on affective organizational commitment

Figure 1 shows the relationship between each variable in this study. The structural model in Fig. 1 proposes that self-esteem personality affects extrinsic job satisfaction and affective organizational commitment directly which in turn affect OCB. Self-esteem personality has direct impact on OCB. Affective organizational commitment has direct and positive impact on OCB but extrinsic job satisfaction has direct and negative impact on OCB.

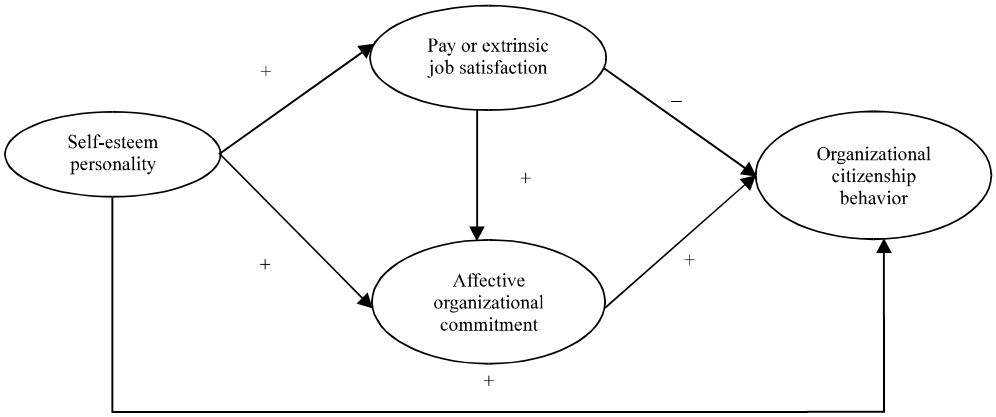

Fig. 1: Interrelations of research variables

METHODS

Sample and procedure: The research was conducted on organizations engaged in services such as hospitals or clinics, hotels and educational institutions (pre-school, elementary school, junior and senior high school, undergraduate school and tutoring classes). Selection of the research setting is based on previous studies that stated the difficulty of measuring the performance of a service company, but not for OCB. This is because the characteristics of OCB. The research was conducted in institutions in several cities in Yogyakarta, Central Java, East Java and West Java. This study uses a questionnaire survey conducted themselves. Sample of this research are employees that provide services to customers directly. Compared with four other survey methods (face-to-face interviews, questionnaires by mail, by telephone questionnaires, questionnaires via electronic media, or a combination of the methods of the survey), which conducted its own survey method is the best method (Cooper and Schindler, 2001; Neuman, 2006; Sekaran and Roger, 2010).

Research with individuals as the unit of analysis requires a sample with certain criteria or characteristics. Characteristics of the sample are used to convey the characteristics of the sample relative to the population. Samples intended to be representative of the population. Sample size also affects the accuracy or representation of the population, although the large sample would show the highest confidence (the greatest confidence) in the study. The sampling method used in this study is a non probability sampling. In this method, the elements in the population do not have the same probability to be selected as a sample in the study (Sekaran and Roger, 2010; Cooper and Schindler, 2001). Non probabilistic sampling technique chosen is purposive sampling. The criteria chosen in the sample were permanent employees is directly related to the customer and have worked at least one year. The target population in this study was employees of several agencies or service companies that have the same job, as employees who deal directly with customers. In addition, this study uses self-assessment. Researchers will only take two employees who meet the established criteria in each agency. The sample of this research is composed of 415 employees of service companies in Yogyakarta, Central Java, East Java and West Java.

Measures: This study examined the relationship between the variables that used in this study and examined the effect of the independent variables that included extrinsic job satisfaction, affective organizational commitment and personality on the dependent variables covering contextual performance or OCB. This study uses questionnaires that are developed by some previous researchers by translating from and retranslating it to the original language. Each respondent in this study was required to complete four measures: OCB, self-esteem personality, affective organizational commitment and pay satisfaction or extrinsic job satisfaction. OCB, self-esteem personality, affective organizational commitment and pay or extrinsic job satisfaction were measured using a scale developed by previous researchers. Questionnaires on the OCB, especially for altruism or helping behavior dimension are taken from those developed by previous researchers, such as Konovsk and Organ (1996). Individual personality variables that use personal self-esteem are taken from Judge *et al.* (2002b). Questionnaires on the affective organizational commitment are taken from Meyer *et al.* (1993). Questionnaires on extrinsic or pay satisfaction are taken from Ilies and Judge (2003)

This study also used factor analysis as a way to test the construct validity and internal consistency with Cronbach's alpha indicating reliability. With the varimax rotation and loading factor minimum 0.5 as suggested by Hair *et al.* (2006). Furthermore, to examine the relationship and influence between the independent and dependent variables, researchers used correlation and regression.

DATA ANALYSIS AND RESULTS

Validity and reliability analysis: To assess the validity of the measurement items of all variables, content validity and construct validity check was carried out. Content validity that is used to assess for the measurement instruments was done in the pretest stage by soliciting the expert opinion of professor from university who are research specialists in quantitative methodology and organizational behavior disciplines, especially for OCB, job satisfaction, organizational commitment and personality topics. I used factor analysis to check the construct validity. To further simplify the interpretation and seek a simpler structure, the orthogonal technique and the varimax rotation was then performed. The varimax rotated principal component factor revealed each variables. The factor loading recorded loading is above 0.50. Given all the items extracted were recorded above 0.5. With varimax rotation and factor loading 0.50 as suggested by Hair *et al.* (2006) the result of construct validity testing are practically significant. The highest factor loading of all items is 0.827 and the lowest factor loading is 0,552.

On job satisfaction constructs taken four question items that have a strong factor loading which is the dimension of pay or extrinsic job satisfaction. Personality constructs used are the variables of self-esteem personality with the original ten-item questionnaire items stay four valid items with strong factor loading. Meanwhile, affective organizational commitment variables used six items have a valid question or have strong factor loading. The sixth item on the affective organizational commitment of respondents indicated the respondents' awareness of and pride in the organization, as well as the placement of the organization as a source of inspiration for the respondent. While the sixteen items of the contextual used only five items are valid questions and measure the dimensions of OCB.

To assess the reliability of the measurement items of all variables, an internal consistency check was carried out. The Cronbach's alpha from the test yielded a record of 0.7867 for extrinsic job satisfaction, 0.8789 for affective organizational commitment, 0.7440 for self-esteem personality and 0.7648 for OCB. The Cronbach's alpha from the test yielded is above the cut-off line of reliability as recommended by Hair *et al.* (2006).

Descriptive statistics and mean difference: In order to perform the statistical analysis, I used a series of analysis of relationship among all research constructs with correlation. Inter correlations among four constructs is positively significant, except correlation between extrinsic job satisfaction and OCB is not significant. Table 1 provides descriptive statistics for the study variables. Inter correlations as shown in the Table 1 indicate the positively significant relationship between OCB and affective organizational commitment, OCB and self-esteem personality, personality and extrinsic job satisfaction and self-esteem personality and affective organizational commitment. Results shown in Table 1 provide initial evidence of the positive associations suggested in our hypotheses.

Table 1: Means, standard deviations and inter correlations among variables of this study

Parameters	Mean	SD	1	2	3	4
Extrinsic job satisfaction	3.6000	0.6393	1.000	0.398**	0.228**	-0.025
Affective organizational commitment	3.9084	0.5203		1.000	0.360**	0.268**
Self-esteem personality	3.9873	0.5265			1.000	0.177**
Organizational citizenship behavior	3.5928	0.5644				1.000

Correlation is significant at the 0.01 level (2-tailed)

Table 2: Hypothesis testing result

Hypothesis	Path	β	Critical ratio
H1	Self-esteem→Affective organizational commitment	0.309	3.942**
H2	Self-esteem→Extrinsic job satisfaction	0.265	4.996**
H3	Self-esteem→Organizational citizenship behavior	0.139	1.974**
H4	Extrinsic job satisfaction→Affective organizational commitment	0.387	6.200**
H5	Affective organizational commitment→Organizational citizenship behavior	0.365	4.727**
H6	Extrinsic job satisfaction→Organizational citizenship behavior	-0.229	-3.089**

All of the obtained correlations are not very strong. Correlation between extrinsic job satisfaction and OCB is not significant. The greatest correlation coefficient is between extrinsic job satisfaction and affective organizational commitment. The least correlation coefficient is between self-esteem personality and OCB. Correlations between each constructs are not strong. It can be claimed that in general, the relationship between these two variables of the research is accepted but this relationship is not strong.

Hypothesis testing results: Structural equation models in the present study were designed and tested using AMOS 4.0 software (Byrne, 2001). The structural model was specified by allowing the individual items of each measure to load on a latent factor. I first conducted a dimension-level Confirmatory Factor Analysis (CFA) that included all measures to assess the relationship between the latent variables and the manifest items that served as their indicators. Results showed that the hypothesized seven-factor model fit the data well ($\chi 2 = 941.802$; df = 183; p= 0.000; GFI = 0.90). Inspection of factor loadings and factor covariance showed that all factor loadings were significant (standardized loadings ranging from 0.363 to 0.863), providing evidence for convergent validity. As indicated above.

Table 1 provides descriptive statistics for the study variables. Results shown in Table 1 provide initial evidence of the positive associations suggested in our hypotheses. The coefficient and critical ratio for each dependent constructs are shown in Table 2. The findings of this research show that OCB is affected by self-esteem personality and organizational commitment positively and extrinsic job satisfaction negatively. Affective organizational commitment is affected by extrinsic job satisfaction. Self-esteem personality also affects extrinsic job satisfaction, affective organizational commitment and OCB significantly and positively. These findings indicate that H1, H2, H3, H4, H5 and H6 are supported.

DISCUSSION

Results of structural equation analysis showed that the personality of the service providers who directly serve customers effect on OCB. OCB on this research refers to behavior that is intended to help coworkers or to organization and include volunteering for work that is not part of the job description. This suggests that for helping others employee, individual must have a high self-esteem. With high self-esteem that it will increase OCB. This current study demonstrated how personality variables may directly and indirectly affect OCB through the effect pay or extrinsic job satisfaction and affective organizational commitment. Ilies *et al.* (2006) argued that attitudes do not just as a bonding predictor in the OCB but a moderator in situational factors relation with the OCB. The impact of self-esteem on OCB may be attributed to the fact that employees who believe in themselves are more likely to give their best in their work in an effort to support the view of themselves, of being important and worthwhile (Bellou *et al.*, 2005). Konovsk and Organ (1996) reported that dispositional factors are stronger determinant of OCB than job satisfaction.

This study result showed a relationship between self-esteem personality characteristics and OCB. Comeau and Griffith (2005) found that worker behavior and performance are determined by personal characteristic such as personality. Many studies have examined the relationship of personality traits to performance finding significant relationships between them (Barrick and Mount, 1991). Personality plays a role in behaviors that are discretionary or performed in weak situations with limited external constraints. This study showed that self-esteem personality significantly affected OCB. Organ (1994) also argued that individual differences play an important role in predicting whether an employee would exhibit OCB. Employees with high self-esteem will have the emotional stamina to perform OCB under difficult and challenging situations (Tang and Ibrahim, 1998).

The behavioral process entails that employees with specific personality traits such as self-esteem are happier at work because they are more likely to achieve satisfying results. This study suggests that individuals with a higher self-esteem are more likely to view a challenging job as an opportunity from where he or she can exercise and benefit. People with higher self-esteem personality are likely report higher job satisfaction because they are inclined to participate in a variety of behavior to reinforce their positive self-concept. Self-esteem is essentially one's feelings of self competence and self-worth. Person who score high in self-esteem are those who are concerned and emphasized their abilities, strengths and good qualities. Person with high self-esteem expect to succeed more that do people with low self-esteem. Employees with strong self-esteem in their abilities and achievements had higher affective commitment than less self-esteem employees.

These results were as expected with a high positive relationship between self-esteem and extrinsic or pay satisfaction and between self-esteem and affective organizational commitment. In line with self-consistency theory, individuals with high self-esteem should be more motivated to be good performers than those with low self-esteem, because successful performance allows them to maintain this self-image (Judge *et al*., 1998). Individuals with high self-esteem also more satisfied with themselves. Although the relationship between personality and job satisfaction in this study was not strong, my findings still indicate the existence of dispositional base of job satisfaction.

This current study demonstrated that correlation between extrinsic job satisfaction and OCB is not significant. This result confirm with Chen *et al.* (1998), Schappe (1998) and Randall *et al.* (1999). Based on structural equation analysis in this research, influence pay or extrinsic job satisfaction of employees on OCB was negative. Pay or extrinsic job satisfaction make the employees do not want to do OCB. Some studies have concluded that job satisfaction is a good prediction of employee performance. Unfortunately, this relationship has not been supported by empirical evidence. Employees who have higher extrinsic job satisfaction will improve their job performance even if the good performance is transitory. This is because extrinsic job satisfaction is derived from benefits package. Satisfaction to the benefits package will be decreased when employees have got the same rate of salary in the long period and they need the higher salary rate than before. This psychological condition will decline their job performance. On the other side, lower extrinsic job satisfaction will not decrease individual's citizenship behavior because they carry out voluntarily. Extrinsic job satisfaction is a reflection of the employee's feeling toward their extrinsic reward. Consequently, this will not have an effect on employee's attitudes and behaviors such as OCB. OCB is a voluntary behavior and it does not include in the job description. Although, individuals are not satisfied to their reward, they can be a volunteer and will cooperate with their employees in the organization.

The results of these studies confirm with previous research (Williams and Anderson, 1991; Mohammad *et al*., 2011). They found that extrinsic job satisfaction is not significant correlate with OCB toward individual. Iaffaldano and Muchinsky (1985) also argued a weak relation between job satisfaction and performance. There are considerable evidences that OCB and job satisfaction are positively related (Bateman and Organ, 1983; Lee and Allen, 2002; MacKenzie *et al*., 1998; Moorman, 1993; Organ and Konovsky, 1989; Smith *et al*., 1983; Williams and Anderson, 1991). In contrast to that many other researchers I found that job satisfaction was not even a significant correlate of OCB. However, based on structural equation modeling, job satisfaction affected OCB negatively and significantly. Employees who are satisfied with their benefits package should not reciprocate by developing greater OCB, especially altruism dimension. Although individuals are satisfied with their benefits package, they will not help others automatically. When the satisfaction of an employee within or her coworkers grows higher, it is easier to him or her to display OCB toward individuals such as altruism or helping behavior (Huang *et al*., 2012). However, the other facets of job satisfaction such as extrinsic or pay satisfaction do not have significant influence on altruism dimension. This is consistent with the finding of Bolon (1997) who suggest that all dimensions of job satisfaction have no significant influence on OCB.

This study used altruism or helping behavior as OCB variable. Altruism is one of OCB toward individual dimensions. This study is consistent with the social exchange theory. When employees feel that their organization are considering material and financial rewards or advantages for their performance (e.g., security, pay, promotion and others), they find themselves satisfied with their work and are more willing to reciprocate by expressing and displaying positive attitudes and behaviors. Relationship between job satisfaction and performance was hardly ever discussed in organizational behavior topics, because job satisfaction and dissatisfaction were more related with absenteeism, turnover and other form of employee withdrawal (Greenberg and Baron, 2008; Robbins and Judge, 2011). Extrinsic rewards may undermine intrinsic motivation (Tang and Ibrahim, 1998). OCB can be considered an employees' intrinsic motivation on the job. Therefore, it is plausible that OCB may be negatively related to extrinsic or pay satisfaction. I found that extrinsic or pay satisfaction is negatively affected to altruism because OCB is a form of intrinsic motivation and extrinsic or pay satisfaction is a form of extrinsic motivation. Very little research has been done in this area.

Meanwhile, pay or extrinsic job satisfaction has positive significantly effect on organizational commitment. This recent research support previous studies. Feinstein and Vondrasek (2001) analyzed the effects of job satisfaction on organizational commitment among employees and the findings proved that satisfaction level would predict their commitment to the organization. Jernigan *et al*. (2002) examined the role that specific aspects of work satisfaction play as predictors of organizational commitment type. Job satisfaction has been linked more strongly with affective organizational commitment than with other forms of commitment (Hackett *et al*., 1994; Meyer *et al*., 1993). Job satisfaction was positively correlated with organizational commitment. Good feelings about the job lead to loyalty and identification with the organization. This recent study found that a positive link between satisfaction with extrinsic benefits and affective organizational commitment. Based on the results of structural equation model, extrinsic job satisfaction affected positively and significantly to affective organizational commitment.

Although, it is not clear whether enhanced job satisfaction to organizational commitment or whether organizational commitment leads to greater job satisfaction, researchers indicated that organizational commitment and job satisfaction are associated with organizational outcomes that

is very important in the service organization such as performance and OCB (Mathieu and Zajac, 1990; Testa, 2001; Schappe, 1998; Williams and Anderson, 1991). Strong evidence exists that job satisfaction positively affects organizational commitment. However, the order of the causal relationship between job satisfaction and organizational commitment has not been clearly established (Testa, 2001). The findings of this study showed that extrinsic or pay satisfaction is positively and significantly correlated with organizational commitment.

Consistent with social exchange theory, when employees feel that their organization is considering financial and material rewards, they are more willing to reciprocate by expressing and displaying positive attitudes such organizational commitment. Payment or extrinsic job satisfaction may be viewed as a determinant of affective organizational commitment. Then, organizational outcomes could be centralized as a result of lower or higher level of affective organizational commitment. Payment or extrinsic job satisfaction has been considered an antecedent of affective organizational commitment since satisfaction only a subset of the factors that determine one's overall commitment to the organization. The results of this study are congruent with previous findings, job satisfaction (extrinsic or pay satisfaction) as an antecedent of affective organizational commitment. This outcome suggests that increases in extrinsic job satisfaction will stimulate affective organizational commitment.

Affective organizational commitment has been found to be positively related to productivity or performance (Gautam *et al*., 2004). When staffs are loyal to their organization, they can make more commitment to help the organization to complete organization's strategies. Recent research has demonstrated that individuals with high self-esteem tend to be more affectively committed to their organizations. Individuals with high self esteem have been shown to have positive organizational experiences. In general, organizational commitment refers to employees' overall feelings and levels of attachment toward their organization (Bartlett, 2001).

These results underline the relevant role that personality and job satisfaction play in the development of organizational commitment and OCB (Erdheim *et al*., 2006; Spagnoli and Caetano, 2012). These results support and extend previous finding regarding the mediating role that pay or extrinsic job satisfaction play in the process linking several antecedents to affective organizational commitment and OCB. In this current study, I found evidence of the mediating role of pay or extrinsic job satisfaction and affective organizational commitment play in the process linking personality to OCB.

CONCLUSION

The current study address the process linking self-esteem personality, pay or extrinsic job satisfaction, affective organizational commitment and OCB. The results demonstrate how personality variables may directly and indirectly affect OCB through the effect of affective organizational commitment and pay or extrinsic job satisfaction. The results of this study indicate that extrinsic job satisfaction is negatively and significantly affect with OCB, especially altruism behavior dimension.

In the particular, this is one of the first studies aimed at investigating the role affective organizational commitment and pay or extrinsic job satisfaction aspects in relationship between personality and OCB. My research result support previous finding regarding the mediating role that affective organizational commitment and pay or extrinsic job satisfaction play in the process linking personality as antecedent to OCB. Moreover, the evidence underlines relevant role that personality in particular pay or extrinsic job satisfaction aspects play in the development of affective organizational commitment.

This study has weaknesses but nevertheless provides directions for future research. First, similar to most cross sectional studies, I measured all variables in the same survey. Correlation between two variables on the same survey will stronger that correlation. The correlations among variables might be due to the problem of same-source bias (Podsakoff *et al*., 2003; Podsakoff and Organ, 1986). Second, cross-sectional design can not lead to any conclusion on causal relationships among construct in any research. Limitation of this study is the small sample size of method respondents may limit the generalizability of my results. The sample size in the present study is small and it might have prevented an accurate assessment of relationship among variables. Third, my research is relied on self-reported data. The exclusive use of self-reported data may create the potential for common-method bias, even when applying several procedures in order to reduce method biases. Using multiple measures for the variables would alleviate some of these concerns. Fourth, my respondents came from a variety of organizations as opposed to a sample drawn from a single organization. Organizational differences may have differences in cultural, values, attitudes and habits that effect OCB and all antecedents of OCB in organization. Most of the previous research was conducted in western countries, so the unanticipated results of this study may be due to culture differences.

Future OCB research should continue to explicate the relationship of employee attitude to OCB. Regarding the impact of personality on OCB, my findings revealed that self-esteem personality were directly and indirectly associated with OCB. Similarly to what happened with self-esteem, satisfaction with payment and affective organizational commitment as mediating variable in the relation between self-esteem personality and OCB. Further research is necessary to determine the stability of completely mediated the relationship between self-esteem and affective organizational commitment and between self-esteem and OCB. Present study may be replicated using a larger population and sample. From the practical perspective, the predictive effect of personality both on job satisfaction aspects and organizational commitment may have some utility regarding selection process.

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