

## **ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF HOTEL EMPLOYEES IN SURABAYA**

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### **ABSTRACT**

*The purpose of this research is to determine whether the Indonesian culture of gotong royong translates into organizational commitment and organizational citizenship behavior (OCB) in a workplace context. The sample of this research is 134 full time workers of 3 and above starred hotels in Surabaya who have worked for at least 2 years in the same establishment. Results show that both the organizational commitment and organizational citizenship behavior (OCB) level is high. Theoretical and managerial implications are discussed.*

**Keyword:** Organizational commitment, Organizational Citizenship Behavior

### **INTRODUCTION**

Indonesians have a specific culture which acts as their competitive advantage. The culture is often labeled as *gotong royong* (*Gotong Royong dan Ramah*, 2014), which emphasizes on a certain helping behavior encompassing an obligation to help a friend in need in a difficult times. *Gotong royong* can also be translated to an act of giving or sharing one's possession to another, as well as putting another's need in front of oneself. Thus, it can be said that basically, Indonesians possess a certain positive behavior, and it should be manifested in their social life as well as in the workplace.

This type of workplace behavior acts as a competitive workplace behavior, because of the fact that it benefits various types of organizations. In a workplace setting, *gotong royong* is described similarly as organizational citizenship behavior (Kartika, 2011). Someone with high level of OCB displays extra-role behavior at work; he does extra work without asking for compensation and putting organization's goals in front of his own. While Indonesians do possess *gotong royong* in their social life, it is needed to be confirmed whether they project this culture in the workplace as well.