

# Perceived Supervisor Support (PSS), Affective Commitment, and Organizational Citizenship Behavior (OCB): Study in Indonesian Context

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## Abstract

*The purpose of the research is to examine the correlation between perceived supervisor support (PSS), affective commitment, and organizational citizenship behavior (OCB) in the Indonesian context. Since many concepts of knowledge come from western culture, which may not be applicable in specific different cultures, this research emphasizes in the additional support of empirical evidence in the Indonesian context, especially related with the concept of OCB which is relatively similar with one of the Indonesian working culture called “gotong royong” in general content. The samples of the research are 108 employees in 4 and 5 starred hotel in Surabaya. The result of this research is inconclusive, as PSS is correlated significantly with OCB; however, PSS is correlated insignificantly with affective commitment, while affective commitment is correlated insignificantly with OCB.*

Keywords: Perceived Supervisor Support, Affective Commitment, Organizational Citizenship Behavior

## Introduction

Employees are one of the most valuable resources for any kinds of businesses today. Their performance will come first as the representative of the establishment during delivering their service to the customer. It will be a good advantage for the establishment to have a skilled and well behaved employees to serve customers with more extra mile to surprise each of the customer in various ways. In order to create an ideal condition, every organization should be concerned to employees who wholeheartedly dedicated their job to the organization by giving their best effort. This kind of term is usually associated with commitment, in which within the organizational behavior context, is known as organizational commitment.

Organizational commitment becomes highly valuable to an organization since its prominence evidence during the past years generates a great impact on the successful performance of an organization. According to Meyer & Allen (1991) organizational commitment could be presented in three kinds of dimensions, namely affective; normative; and continuance. Employees may experience all of the dimensions at the same time, and the cause may vary from one employee to another. These kind of bonds will result mostly on the employees' retention toward the organization. Employees with higher commitment level is likely to have more eagerness and motivation about their job (Meyer & Allen, 1997). Each of the commitment has a different perspective toward maintaining the membership within an organization, whereas an employee need to maintain because of the ‘want to’ (affective); the ‘ought to’ (normative); and

the 'need to' (continuance). Thus, the consequences caused by each of commitment may result in different ways as well.

As discussed in the introduction of this paper, employees with higher commitment will perform better, especially to give the extra mile. This term may refer to something externally or internally special, with some specific characteristics, such as discretion and voluntary, in order to give a better performance result and benefit. In organizational behavior context, this kind of behavior is known as organizational citizenship behavior (OCB). OCB as described by Organ *et al.* (2006) is an individual discretion behavior that is not directly recognized by formal reward system, yet could promote the overall effectiveness for the sake of organization.

OCB is very exclusive and, for some extents, is given as a part of personality. However, this behavior could also be developed by shaping the employee's behavior to become better. The antecedents for OCB is discussed by many researchers through the past few years, Organ *et al.* (2006) described all the blueprint through the progress of the research as a guidance for further researches. The antecedent that is related to this discussion is organizational commitment.

Among three of the organizational commitment dimensions, affective commitment is one of the prominent concepts used as the research focus of many researchers. It has been found that affective commitment is associated with positive outcomes in both of the organizational and individual level; such as lower turnover, absenteeism, higher motivation, citizen behavior, and many more (Meyer & Allen, 1997). According to Jain (2016), affective commitment is most beneficial towards organizational effectiveness, since it will facilitate in the creation of strong belief and the acceptance of the goals and values of an organization.

Strong emotional attachment toward organization, is the most prominent definition to describe affective commitment. Some researchers suggested that affective commitment functions as a crucial determinant of positive organizational level outcomes. Nonetheless, to make it happen within an organization, one should not take it easily. Since an individual joins an organization with various needs and desires, affective commitment will not be shown by them at the first place.

Affective commitment can be referred as the emotional feelings that are attached from the employees as the identification toward their involvement within the organization. The commitment will arise since the employees feel that they need to be more familiar and attached with their organization. Once the employees feel committed, they will perform a better performance and also lead to better outcomes.

Recent past studies about affective commitment identified various outcome as the result, specifically in its relationship towards OCB. Meyer *et al.* (2002); Benjamin (2012); Purba *et al.* (2015); Chenevert, Vandenberghe, & Tremblay (2015); and Jain (2016), suggested that affective commitment positively correlates with organizational citizenship behavior, and additionally some of the researches suggested affective commitment as a mediator variable towards OCB (Purba, 2015; Chenevert, Vandenberghe, & Tremblay, 2015; Jain 2016).

Purba *et al.* (2015) specifically studied the Indonesian context of the relationship between affective commitment and citizenship behavior. Some other researchers attempted to add the additional empirical evidence, especially in non-western culture, to the extent of the foundation concept on various conditions and backgrounds. Although some of the results supported the

relationship between affective commitment and OCB, some researchers also found that the relationship is not supported (Nasichudin & Azzuhri, 2013; Kurniawan, 2015; Kaihatu *et al.*, 2016). As the inconsistent finding still happened, the notion of the research context may happen within this case. As previously discussed, many concepts of knowledge come from western culture, which may not be applicable in different cultures and within this case, Indonesian culture.

Indonesia is one of the developing countries in the world, with a population of approximately 240 million people and more than 300 ethnic groups recognized by its diverse culture and tradition with specific habit in highly collectivistic culture that respects togetherness and helping values (Purba *et al.*, 2015). This specific culture which is often labeled as *gotong royong*, assumes that Indonesian people will show high level of OCB, especially in the working context. *Gotong royong* can be translated as an act of giving or sharing one's possession to another, as well as putting another's need in front of oneself (Kaihatu *et al.*, 2016).

Within Indonesian culture, OCB can be seen as a common habit that become familiar within its people in the collectivistic population. Therefore, the differences between employees who are conducting OCB and those who are not will be vague. The same thing happened within interpersonal and superior-subordinate relationship. Although Indonesia is categorized as country with high power distance culture, it is considered low in masculinity, and adopting a highly collectivistic culture. It may lead to the different superior-subordinate relationship; in which the superior may be seen as 'powerful' by the subordinate but during the interaction, they will express it in a non-confronting situation with more personalized approach. Harmonization between individuals may be seen as a different characteristic within an organization. Thus, better interaction, and more "peaceful" conditions may apply during the working time between superior and subordinate.

From the employee perspective, this relationship may be seen as a good support from the organization, since often that superior will be noticed as the organization's representative, that will directly interact with the other employees and will also act as the "live" organization. Thus, employees will perceive their relationship with their superior as the support from the organization (Dulac & Coyle-Shapiro, 2006). This support is known as Perceived Supervisor Support (PSS), as described by the general views concerning the degree to which supervisors value the employees' contribution and care about their well-being (Eisenberger *et al.*, 2002).

The underpinning concept regarding PSS is social exchange theory, which involves the understanding of interaction between individual that will lead to reciprocity relationship afterward. Social exchange theory may be seen as interdependent as part of other individual's action and response (Cropanzano & Mitchell, 2005). Employees may perceive that the support from their superior as the implicit concern regarding how the organization value its employees or not. Wang (2014) proposed that the association between perceived support from the organization and from the superior can be logically extended as the relatedness between one and another, in this research, it may be argued that the good perception of superior's support may lead to another positive outcome related with organizational and individual level. Social support may also be seen as the antecedent that can develop and maintain employees' OCB, which is specifically focused on the relationship of the superior's actions on OCB (Wang, 2014).

This research investigates whether PSS is the significant predictor for affective commitment that will lead to OCB within Indonesian context. Thus, this research will also examine the role of affective commitment as a mediator towards OCB.

### **Perceived Supervisor Support (PSS)**

Kottke & Sharfinski (1988) described PSS as a common view from the employees' perspective, concerning to what extent their superior values the employees' contribution and cares about their well-being. Superior in an organization should have the responsibility to direct and evaluate the employees' performance, thus the superior is perceived as the representative of the organization. This definition is derived from the definition of perceived organizational support (POS), which is often used with perceived supervisor support (PSS). Overall, the employees combine the treatment given by the superior and make general perceptions about how far the organization gives value toward the employees' contributions and care about their well-being (Eisenberger, Huntington, Huchison, 1986). The strength of the relationship depends on what extent the employees perceive their relation with superior in an organization; and superior (who is perceived as the organization) gives the employees value and treat them well, would be thought as more effective and meaningful.

### **Affective Commitment**

Kartika (2011) mentioned that organizational commitment is the employees' loyalty to their organization which is manifested emotionally. The implementation of the commitment to the organization may be directed to superior or co-workers. Specifically, organizational commitment also could be described as the acceptance of an organization vision by the employees.

Meyer & Allen (1997) described that organizational commitment could be in three kinds of dimensions, which are considered as the reflection of employees' perception toward their membership within an organization. The dimensions of organizational commitment are affective commitment; normative commitment; and continuance commitment. Firstly, affective commitment can be described as a strong belief by the employees towards their organizational values and attempt to achieve the organization's goals. Secondly, normative commitment can be described as the tendency to stay within the organization based on the sense of obligation to remain at the organization. Furthermore, this kind of commitment will create a guilty feeling to the employee who decides to leave the organization. Lastly, continuance commitment can be described as a commitment that bonds the employees with the benefit comparison that is given by the organization with the perceived cost when they decide to leave the organization. This commitment arises by the fear of losing financial stability, in the sense that other organization may not give the benefit as good as the present organization gave (Kartika, 2011).

Affective commitment can be told as the determinant cause for the employees' dedication and loyalty. The characteristics for employees who have a higher affective commitment can be shown by their sense of belonging and obligation towards their organization; their involvement within organization activities, their eagerness to pursue the organization goals; and their

eagerness to stay remain within organization will also increase (Rhoades, Eisenberger, & Armeli, 2001).

### **Organizational Citizenship Behavior (OCB)**

Organization can cause employees to become highly enthusiastic or on the opposite direction. A good organization should mediate its employees in order to involve more and willing to work beyond their job, thus the employees can perform a good OCB towards their organization through their superiors or co-workers. The high involvement may lead to the acts of extra role behavior which is beyond the formal job and without demanding compensation (Kartika, 2011).

There are five dimensions of OCB, according to Podsakoff *et al.* (2000) which consists of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism may refer to the tendency of employees to help their co-worker voluntary while he/she does not supposed to be the part of their job description. Conscientiousness may refer to the employees' awareness and willingness to obey the regulations within the organization. Sportsmanship may refer to the tendency of employees as a respond towards the inconvenience conditions within the organization. Courtesy may refer to the tendency of employees in order to maintain their good relationship with co-workers and to avoid any interpersonal problems. Lastly, civic virtue may refer to the tendency of employees in participating within organization's activity as part of their involvement among the co-workers within the organization (Kartika, 2011).

### **PSS and Affective Commitment and OCB**

The basic concept of social exchange theory may provide the better understanding related with PSS, affective commitment, and OCB. Employees are likely to be reciprocal towards one and another during their interaction, within this context, each individual will exchange attitudes and behaviors toward one and another, be it towards the fellow employees and/or their superior. Once the interaction happened, employees will perceive how good is their superior and then they will build their perceptions regarding how they are supported. As indicated earlier that superior in this case is the representative of the organization, thus the employees will respond to superior's actions by releasing attitudes and behaviors toward organization. The good perceptions will lead to a better acceptance of organization's goals and values, as well as toward better commitment towards organization, and finally as the outcome, will lead to a better behavior shown by the employees through OCB (Wang, 2014).

Empirical evidence by Meyer & Allen (1997); Soulen (2003); Wang (2014); Nichols, Swanberg, & Bright (2016) indicated that PSS is positively correlated with affective commitment. As mentioned previously, the better perceived support from the superior may lead to better affective commitment that is shown by the employees through the acceptance of organization goals and values.

Hypothesis 1: PSS correlates with affective commitment.

The social exchange theory explains that the better interaction between superior and the employees could lead to better attitudes and behaviors as a part of an exchange, thus the higher employees perceive their superior's support or even more than they expected, which may lead to more contribution from the employees, including OCB. Otherwise, they reduce their contribution as well. Empirical evidence from Liu, Cho, & Seo (2011); Wang (2014) indicated that PSS is positively correlated with OCB.

Hypothesis 2: PSS correlates with OCB.

Empirical evidence from Meyer *et al.* (2002); Benjamin (2012); Purba *et al.* (2015); Chenevert, Vandenberghe, & Tremblay (2015); and Jain (2016) indicated that affective commitment is positively correlated with OCB. As proposed by Wang (2014) that a better commitment from the employees may lead to a better positive attitudes and behaviors which is likely to consider as OCB. Jain (2016) argued that different cultures may lead to different outcomes as the employees in more collectivistic cultures may perform better loyalty and attachment toward their co-workers; thus, individuals from more collective cultures will form affective ties to their organization. Moreover, they will tend to repay as an exchange of helping others and other positive behaviors.

Hypothesis 3: affective commitment is correlates with OCB.

## **Method**

### **Sample and procedure**

The data for this study were collected from 150 respondents who are the employees from 4 and 5 starred hotel in Surabaya, East Java – Indonesia. The respondents should have been working at least two years in the hotel, and they should have been older than 18 years old. The questionnaires were in Indonesian, which has already undergone a back-translation procedure from English to Indonesian, and was translated back to English to determine the similarity of the meaning.

In order to reduce the common method bias, the questionnaires were put inside the envelope, once the respondents had finished the questionnaires, they were asked to put them inside the envelopes. This method was to ensure that the respondents remain anonymous.

Due to the constraint from the human resource department, the researchers were unable to the respondents directly. Therefore, from 150 questionnaires, 42 were unable to be used for further progress, while some of them were still left blank and also some of them consist of more than single answers. Thus, the respond rate for this research is 72%.

### **Measures**

The questionnaire were based on literature, and the method was by using the self-reported method to achieve the data on PSS, affective commitment, and OCB. All survey items were rated based on a five-point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Perceived Supervisor Support (PSS). PSS was measured using the Perceived Organizational Support (POS) scale by Lynch, Eisenberger, & Armeli (1999), which was already modified by Liu (2004) to be simplified and to make it shorter into 3 item indicators. The writers replaced the word organization with supervisor. An example item is “my supervisor really cares about my well-being”.

Affective commitment. Affective commitment was measured using Meyer & Allen (1997) indicators, which are already adapted by Kaihatu *et al.* (2016) into 4 item indicators. An example item is “I would be very happy to spend the rest of my career in this organization”.

Organizational Citizenship Behavior (OCB). OCB was measured using Podsakoff *et al.* (2000), which consists of 5 dimensions of OCB with total 24 item indicators.

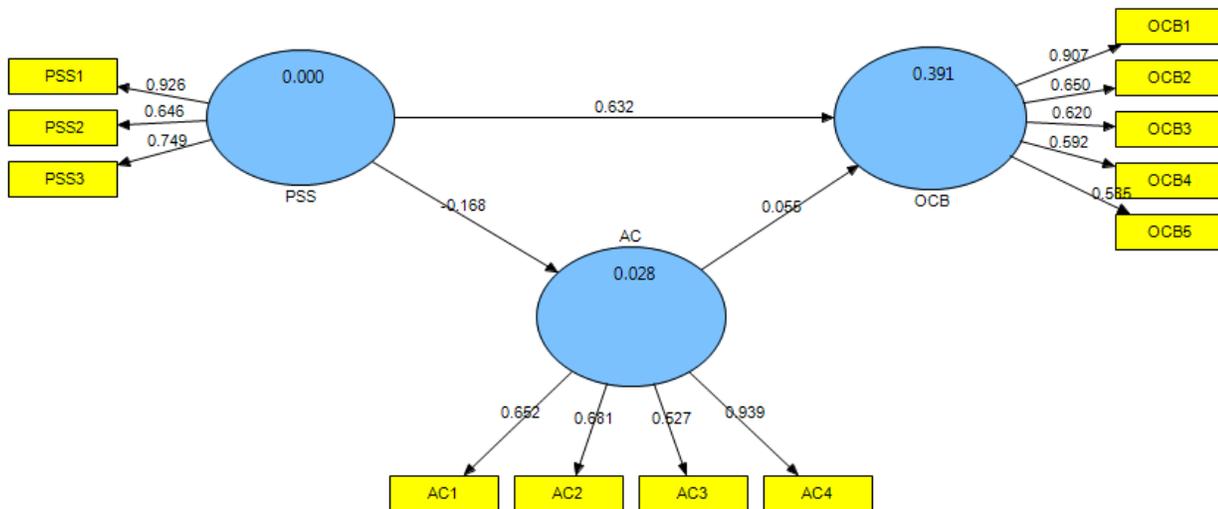
## Result

The first step is to measure the validity and the reliability of the indicators, the writers used the first 30 samples to make sure the questionnaire is clear and unbiased. As shown in the table 1, the value of the corrected item – total correlation are all above 0.361, which is considered valid, as based on the cronbach’s alpha, all value greater than 0.60 is considered reliable.

**Tabel 1. Validity and Reliability Test**

	<b>Corrected Item - Total Correlation</b>	<b>Cronbach's Alpha</b>
PSS1	.473	
PSS2	.496	.661
PSS3	.525	
AC1	.669	
AC2	.660	.859
AC3	.740	
AC4	.759	
OCB1	.373	
OCB2	.701	
OCB3	.644	.788
OCB4	.565	
OCB5	.568	

r table: .361, df:28,  $\alpha$ : 5%



**Picture 1. Research Model**

The second step is to conduct outer and inner model test as the hypothesis test. The writers used software of SMARTPLS 2.0 to process the outer model test. The validity and reliability test is performed to measure each indicator whether it is considered as a good indicator to support the construct of the variable or not. The value of the loading factor should be greater than 0.5 to be considered as valid. Picture 1 represents the loading factor, and in each of the constructs, all values are greater than 0.5, so the writers can conclude that all indicators are valid.

**Table 2. Reliability and R Square**

	<b>R Square</b>	<b>Cronbach's Alpha</b>
AC	0.03	0.78
OCB	0.39	0.84
PSS	0.00	0.74

As shown in the table 2, the values of the cronbach's alpha are greater than 0.7, so the writers can conclude that all indicators are reliable. R square represents the contribution of the exogenous variable towards the endogen and endogen intervening variable. The value shows that PSS explains its correlation towards OCB 39% and affective commitment only 3%.

**Table 3. Hypothesis T Statistic**

	<b>T Statistics</b>
AC -> OCB	0.488
PSS -> AC	0.741
PSS -> OCB	3.751

According to table 3, the writers conducted hypothesis test to conclude whether the hypothesis is supported or not. Based on the T-statistic, if the value is greater than 1.96 then the writers can conclude that the hypothesis is supported or not. The T-statistic value for PSS and affective commitment is 0.741, which is less than 1.96, implying that the correlation between PSS and affective commitment is not significant, thus the hypothesis 1 is not supported. The T-statistic value for PSS and OCB is 3.751 which is greater than 1.96, implying that hypothesis 2 is supported. Lastly, based on T-statistic value for affective commitment and OCB is 0.488 which is less than 1.96, so the writers can conclude that the correlation is not significant, thus the hypothesis 3 is also not supported. As the additional finding, the writers found that affective commitment is not considered as the mediating variable between PSS and OCB.

## **Discussion**

This study is the first approach to elaborate the concept of PSS, affective commitment, and OCB in terms of Indonesian culture. The result of the study is still inconclusive, since the writers found that only PSS is correlated with OCB, and the other is not supported. This findings also support an important contribution of the study within Indonesian context, especially related with collectivistic culture. The notion that affective commitment and OCB are still needed to be examined qualitatively to ensure the real situation and the differences between western and Indonesian culture.

This study also supports the previous research by Kaihatu, Adiwijaya, & Kartika (2016) which has concluded that affective commitment correlates, but not significantly, toward OCB. Some arguments that may explain the result is the role of the local culture namely "*gotong royong*" that is considered as the "common habit" to help others or also putting another's need in front of oneself. Another justification regarding the result is based on the respondent. As the writers conducted the research on hotel's employees (4 and 5 starred), it is possible to create biases on OCB. Hotel industries, especially the higher star rating will tend to "encourage" or "force" their employees to perform the extra mile, or even it is already written on their job description. Instead of being voluntary, OCB becomes a "must" thing to do by every hotel's employees. Kaihatu, Adiwijaya, & Kartika (2016) also noted that in a workplace setting, "*gotong*

royong” may be described similarly as OCB and the difference only occur in social life or in the workplace setting.

### **Limitations and suggestion**

The data collection was restricted by the human resources department’s policy, therefore some of the important notice during the data collection cannot be identified directly on the field, future study should be conducted within flexible conditions where the researcher could interact directly with respondents. Further study should be conducted by targeting various sample across the industry to reduce the limitation of the respondents’ homogeneity.

### **Conclusion**

This is the first study which has measured the PSS, affective commitment, and OCB in Indonesian context. The result of this study may result on a better empirical evidence regarding the role of affective commitment and OCB in Indonesia. Although PSS positively correlates with OCB, yet still the other findings are inconclusive.

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