

# Examining The Role Of Organizational Commitment On Organizational Citizenship Behavior In Hotel Industry In Makassar City

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## Examining The Role Of Organizational Commitment On Organizational Citizenship Behavior In Hotel Industry In Makassar City

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**Abstract:** There are many studies that focused on the role of organizational commitment on Organizational Citizenship Behavior (OCB) specifically conducted in Indonesia. However, few of studies emphasize on the role of three conceptual dimensions of organizational commitment namely affective, normative, and continuance on OCB in Indonesian context. Several empirical studies still remain inconclusive due to the inconsistency results. This research is intended as an empirical test to examine the role of three conceptual dimensions of commitment on OCB, and also tested to add body of knowledge about the results of this empirical study in Indonesia especially in hospitality industry. This is a quantitative causal research with 73 three-starred hotels' employees as the respondents. The data is processed using SmartPLS 2.0 as the statistical tools, and as the result it is found that affective commitment affects positively and significantly toward OCB; normative commitment affects positively and significantly toward OCB; and lastly continuance commitment affects positively and significantly toward OCB.

**Keywords:** Affective, Normative, Continuance, Commitment, Organizational Citizenship Behavior

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**Abstrak:** Telah banyak studi yang berfokus kepada peran komitmen organisasional terhadap Organizational Citizenship Behavior (OCB) secara khusus studi yang dilakukan di Indonesia. Akan tetapi, masih sedikit studi yang menekankan kepada peran tiga dimensi konseptual komitmen organisasi yang meliputi *affective*, *normative*, dan *continuance* terhadap OCB dalam konteks di Indonesia. Beberapa studi empiris masih tetap belum dapat disimpulkan yang disebabkan adanya hasil yang masih belum konsisten. Penelitian ini ditujukan untuk memberikan pengujian empiris untuk mengetahui peran ketiga dimensi komitmen organisasional terhadap OCB, dan sekaligus memberikan tambahan pengetahuan empiris atas hasil studi empiris di Indonesia, khususnya dalam industri *hospitality*. Penelitian ini adalah penelitian kuantitatif kausal dengan total 73 orang responden yang bekerja pada hotel berbintang tiga. Pemrosesan data menggunakan *software* SmartPLS 2.0 sebagai alat uji statistik, dan sebagai hasil diketahui bahwa *affective commitment* berpengaruh positif dan signifikan terhadap OCB; *normative commitment* berpengaruh positif dan signifikan terhadap OCB; dan terakhir *continuance commitment* berpengaruh positif dan signifikan terhadap OCB.

**Kata Kunci:** *Affective, Normative, Continuance, Commitment, Organizational Citizenship Behavior*

## INTRODUCTION

Until present, there are still many studies that focused on the role of organizational commitment specifically in its increasing role to enhance Organizational Citizenship Behavior (OCB). Organizational commitment could be defined as the willingness of employees to maintain their membership in an organization (Allen & Meyer, 1990). Organizational commitment is divided into three conceptual dimensions known as affective commitment, normative commitment, and continuance commitment (Allen & Meyer, 1996).

Studies that have been conducted based on the role of organizational commitment towards enhancement of OCB specifically conducted in Indonesia, mostly only focused as an unidimensional concept (Fanani, Djati, & Silvanita, 2016; Rini, Rusdarti, & Suparjo, 2013; Widyanto, Lau, & Kartika, 2013). While studies that specifically focused on the role of each conceptual dimensions in a multidimensional manner are yet not widely conducted.

Empirically, several studies that have been conducted still remain inconclusive due to the inconsistency results, in explaining the role of each dimension towards the enhancement of OCB (Addison, Mohtar, & David, 2006; Bakhshi, Sharma, & Kumar, 2011). Previous study that conducted by Addison et al. (2006) showed that affective commitment does not impact on the enhancement of OCB, while the result from Bakhshi et al. (2011) showed that continuance commitment does impact on the enhancement of OCB.

The conceptual insight by Meyer, Stanley, Herscovitch, & Topolnytsky (2002) argued that the three conceptual dimensions of commitment could have a different effects on OCB, whereas affective commitment could affect positively towards OCB; normative commitment could affect positively towards OCB; and continuance commitment could affect negatively or totally have no effect towards OCB (Meyer et al., 2002).

OCB as an unique behavior could provide with different colors for the organization, through its extra behaviors that are shown as voluntarily act to provide additional benefits for the organization (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Through its extra behavior shown by employees, it also provides hegemony in particular behavior within the organization that could also lead to better productivity performance, and even better financial profitability of the organization (Nawaser, Ahmadi, Ahmadi, & Dorostkar, 2015). Several studies that have been conducted on the role of antecedents originating from employees' within to enhance OCB have been conducted, for example, the role of employees' motivation towards OCB (Febriani & Saleh, 2019; Kumar & Prabakar, 2016; Hasanah & Suriansyah, 2019); individual job satisfaction towards OCB (Musringudin, Akbar, & Karnati, 2017; Saxena, Tomar, & Tomar, 2019; Prasetyo, Yuniarsih, & Ahman, 2017). While the role of organizational commitment to enhance OCB in the context of hospitality industry is still few, except the studies of Kim, Kim, & Holland (2020); Yeh (2019); and Tan, Cham, Zaki, & Aziz (2019).

It is undeniable that in the tourism industry and specifically the hospitality industry, still faced with the classical challenge of employment and sustainability. Baum et al. (2016) argues that related to human resources, the hotel sector in particular still encounters many diverse and complex constraints such as challenging working conditions; jobs that tend to be difficult; low pay levels; opportunities for gender and minority; high turnover rates; and employee personal problems. This is both directly and indirectly affected by the policies set by each management. Thus, the impact also varies both positive and negative. In Indonesian context, the challenge is also happened specifically in the hotel industry. Suryani (2017) stated that although the absorption of labor was quite high, however, the conditions of the

employees were still apprehensive due to management's discreet selective decision in appointing permanent employees. Therefore, it has impact on employees' psychologist factor which could then have impact on the commitment shown to the organization as well. Due to the high level of uncertainty for employees, this condition could appear to be an inconvenience concern at work, and obviously it would also impact on employees' commitment to the organization (Osman, Sarip, & Arif, 2017). Moreover, this condition also has an impact on improving employees behavior to be willing to make extra efforts that could provide benefits for both employees and organization.

This research is intended as an empirical test to examine the role of three conceptual dimensions of commitment by Allen & Meyer (1996) toward OCB, specifically tested to add body of knowledge about the results of the empirical studies in Indonesia especially in hospitality industry. At present, there are quite a lot of studies conducted in the hospitality industry due to its uniqueness that needed to be highlighted in the industry, which of its service oriented and quality oriented provided to its customers (Bernice, Thiores, & Kartika, 2015). Therefore, the extra behavior is required which is voluntarily expressed to provide excellence service for its customers. Based on the empirical study, there is an interesting result that commitment shown by hotel's employees is inadequate to have an impact to OCB's enhancement (Kartika, Kaihatu, Adiwijaya, & Nugroho, 2017).

## THEORETICAL REVIEW

**Organizational Commitment.** Organizational commitment to date has been conceptualized in variety contexts, all of which point to the employees' emotional attachment towards organization. Conceptually, the development of the construct also grows from unidimensional construct, to a much more complex and complete construct, namely Allen & Meyer's (1990) three conceptual model of organizational commitment (Agarwala, Arizkuren, Del Castillo, & M<sup>76</sup>z, 2020).

Many academic scholars who often describe the relationship between employees and their organizations as a reciprocal relationship, whereas between each of them often occur both economic and socioemotional exchange. In its implementation, employees often see it only from tangible perspective such as pay or benefits, whereas socioemotional exchanges are often seen as intangible, which could only be felt by employees such as care and trust from the organization (Liu, Loi, & Ngo, 2018). According to Allen & Meyer (1996) organizational commitment is a psychological construct which characterized a relationship between employees with their organization that contains implications toward decision for employees to maintain or not their membership within organization. Organizational commitment is considered as a working attitude that reflects employees' feeling whether like or dislike the concurrent situation. Therefore, when employees reflect their high commitment to the organization, the more they will give extra effort to support the organization.

Organizational commitment has three conceptual dimensions namely affective commitment; normative commitment; dan continuance commitment (Allen & Meyer, 1996). In more detail, affective commitment is a commitment that stems from the personal desire to continue working in a organization due to the similarity between the goals and values of the organization with personal goals and values. Employees who have a high affective commitment tend to help and support the organization in achieving its goals (Greenberg & Baron, 2008). Affective commitment is often relevant to voluntary, closely related to motivation that comes from the job itself, not related to monetary matter, and



socioemotional needs arise from personal positive experiences that have been experienced previously during conducting the job which is voluntarily by giving time, energy, and knowledge for the shake of organization (McCormick & Donohue, 2019). Affective commitment and normative commitment are concepts that closely interrelated, both of which contain moral elements and attitudes as a form of involvement and identification of closeness towards organization's value and its goals, and also emotionally reflected between employees and their organization (Devece, Palacios-Marqués, & Alguacil, 2016).

Normative commitment is a commitment that originates from the employees' feeling to be obliged and stay in the organization due to external pressures. An employee who has a high normative commitment will tend to be concerned about what others think for the decision to quit from the organization. The higher an employee's normative commitment, the more worried the employee will be regarding what others think and how disappointing it could be. The employee will develop self-perception about how bad the decision if decided to leave the organization (Greenberg & Baron, 2008). Normative commitment is a part of personal that is often perceived as "obligation to stay" which also has a relationship with "moral obligation". Often the application in real conditions is related to the motivation of personal motivation as a natural attachment to the organization. Specifically, if it is related to personal values that view loyalty as the most important thing in doing work (McCormick & Donohue, 2019). Normative commitment can reflect employees' sense of morality about how they should deal with obligations towards their organization, which is reflected in the feeling of being indebted to organization for the services that has been provided and reflected in the feeling of moral responsibility to remain in the organization (Jaros, 2017).

Continuance commitment is a commitment that arises due to an employee's desire to survive in organization because of security reason. The employees urge to stay due their inability to do their things outside the organization. The longer employees stay at the organization the more employees feel worried about losing what have been invested in the organization while being members of the organization. Thus, this commitment appears as a form of necessity to survive rather than leaving the organization under uncertainty condition (Greenberg & Baron, 2008). Continuance commitment owned by employees contain two main elements, namely "high sacrifice" where employees will often think of the advantages and disadvantages that will be obtained during their presence in the organization or resign from the organization. While the other, "low alternatives" where employees are often in a position of few or even no other choice at all to decide whether to stay or leave to choose another organization that is considered more profitable (Devece et al., 2016).

**Table 1.** Three Conceptual of Organizational Commitment

Affective commitment (emotion-based)	Normative commitment (obligation-based)	Continuance commitment (cost-based)
I feel comfortable with coworkers, which makes it hard to leave the organization	My superior has invested a lot of time in guiding me, and providing training for me	The organization promises promotion that will be done soon, will I get the same chance if I move to another organization?
I feel comfortable with the current working	My organization has provided me with opportunity to work while	Compensation provided by my organization is sufficient to live in a better

atmosphere that makes me happy and comfortable	the others are doubting my abilities	appropriate place which requires high cost of living
I feel satisfy with the tasks given by organization, so I enjoy doing my daily job	M superior has helped me when <sup>71</sup> in trouble, which make it difficult for me to leave the organization	Getting a job and good education system, makes it comfortable to stay at the organization
The reason to stay in the organization because of desires from within	The reason to stay in the organization because I feel <sup>70</sup> it I should maintained to remain in the organization	The reason to stay in the organization because of necessity

Adopted from Colquitt, Lepine, Wesson, & Gellatly (2011)

Greenberg & Baron (2009) argues that employees with higher organizational commitment will have different behaviors. However, it would also provide with some additional benefits for the organization, including: (1) Committed employees are less likely to withdraw. Employees who are highly committed to their organization will tend to be less likely to absent from work or even the worse action which lead to resignation. High commitment is also related to personal satisfaction when working in the organization and the satisfaction to work cause no reason to leave the organization. (2) Committed employees are willing to make sacrifices for the organization. Employees who are highly committed to their organization will show a great desire to work and also to some extent willing to make the sacrifices needed by organization to develop and achieve organization's goals. This condition is somewhat very important during modern times like present, where the world of technology has become more advanced, and employees are expected to be able to working in extended long hours.

**Organizational Citizenship Behavior (OCB).** After studied for more than three decades, the concept of OCB continues to be a prominent topic of discussion among scholars, whereas the development is considered important for managerial implications, behavioral studies, and also psychology context (Rose, 2016). OCB is an extra individual behavior that is explicitly not included in a formal job description, but its overall can improve the organization function's effectiveness (Organ, Podsakoff, & MacKenzie, 2006). Employees can contribute to their organization by showing positive behaviors in helping coworkers, volunteering to do work beyond their responsibility, and complying with organization rules and procedures. Voluntary behavior could provide a positive added value as a social behavior that aims to help others.

In its journey OCB developed into a more mature concept and experienced a comprehensive formation from scholars that specifically focused on individuals and in relation to the organization in more general context. Development of definition and its attributes have been enriched from time to time (Rose, 2016). Therefore, it is no doubt that the development of the nature of OCB needs to be developed rapidly and continuously especially in its relation to a broader and more complex context. Likewise with the development of the OCB concept, one of which was developed by Williams & Anderson (1991) whereas the development of the OCB construct was based purely on the construct

that was first introduced by scholars before them (Organ et al., 2006). It shows the rationale of the OCB concept which is not out of the mainstream of thought that assumed behavior as voluntary and conducted in order to provide help to others.

The basic philosophy that later became the cornerstone of OCB's development stems from a story in biblical passage that is often known as "the good samaritan" whereas in principle, someone who should never meet and know each other before, could provide help and assistance that obviously should be none of their main concern that should deserve a top priority. However, in reality the help and assistance was still provided even without the expectation of getting a reward (Organ et al., 2006). In the more modern day conceptual thinking, relation between employees and their organizations are often more likely to be transactional, or some context suggested, it leads to a social exchange between both of employees and organization (Liu et al., 2018).

Organ et al. (2006) argues that OCB can provide several benefits for the organization including: (1) Increase the productivity of employees through helping behavior among other, for example by provide help during orientation period for new employees; and helping other employees in completing task that has entered deadline period. (2) Give employees the freedom to do their own work, give managers more time to do their works, and also promote collaboration in teams as general or specific taskforce. (3) Recruiting and retaining employees who have behaviors that are in line with company values by creating and maintaining a comfortable and friendly environment. Hence, the employees will feel more comfortable and also increase their sense of belonging. (4) Create social capital through a better communication and building strong networks between employees horizontally and vertically in order to improve efficiency in communication method and information exchange to minimize errors in the process of information delivery.

OCB that stated by Williams & Anderson (1991) consists of two main dimensional attributes namely OCB towards individual (OCB-I) dan OCB towards organization (OCB-O). OCB-I is an extra behavior aimed at individuals in organization that can include coworkers, superiors, or subordinates in the form of providing help for work overloads or help due to specific individual reasons. OCB-O is an extra behavior aimed at the organization as a whole that could benefit back to organization.

Affective commitment is a key factor to predict OCB (Meyer et al., 2002). Affective commitment could arise because of employees' desire to remain their membership in organization due to the similarity of goals and values. This alignment could further support in organization's goals achievement. Hence, with goals and values alignment between employees and their organization could attract the employees' willingness to show an extra behavior toward the environment. The higher personal alignment towards organization could lead to higher extra-role behavior (Meyer et al., 2002; Organ et al., 2006). Associated with social exchange framework, when employees have an emotional bond with organization, they will tend to bring more reciprocal behavior by showing extra-role behavior that could benefit them (Lee, Woo, & Kim, 2018). Previous empirical studies indicate that affective commitment affects positively and significantly towards OCB (Hartono, Wijaya, & Kartika, 2015; Lee et al., 2018; Paramaatha, Mukhtar, & Akbar, 2019; Afandi, 2019). Therefore:

**H1:** Affective commitment affect positively and significantly towards OCB.

Normative commitment is the feeling of employees who feel obliged to commit and stay in the organization because they are concerned about what others would say when they leave the organization (Greenberg & Baron, 2008), therefore this burden of obligation

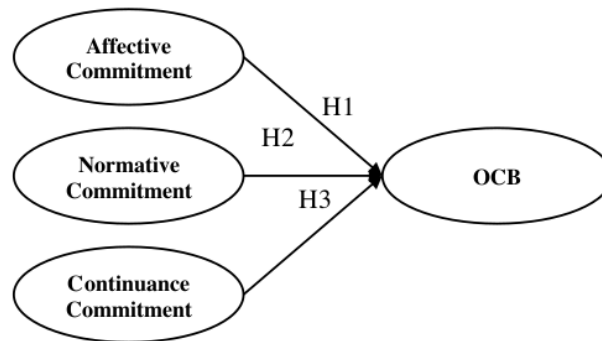
shapes the employees' commitment. When the employees have a high normative commitment, there will be an obligation for the employees to play in a major role to achieve organization's advantages. Thus, extra-role behavior will be formed due to the obligation to ensure the advantage of the organization as a form of obligation that should be performed and done (Addison et al., 2006; Bakhshi et al., 2011; Meyer et al., 2002). The previous empirical study's result, indicates that normative commitment affects positively and significantly towards OCB (Genty, Fapohunda, Jayeoba, & Azeez, 2017). Therefore:

**H2:** Normative commitment affect positively and significantly towards OCB.

Employees who have high continuance commitment will decide to stay in the organization not for emotional reasons but for considering the losses and benefits that might be experienced if they decide to leave the organization. If the employees then decided to stay in the organization, the longer they stay, the more negative cause will happen and adverse effects (Allen & Meyer, 1996). Therefore, the higher continuance commitment would lead to less initiative efforts and positive behaviors, and conversely would cause a detrimental to the organization for a longer period of time (Meyer et al., 2002). Therefore:

**H3:** Continuance commitment affect negatively and significantly towards OCB.

**Figure 1.** Research Model



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## METHODOLOGY

This research is a quantitative causal research that its goal is to explain causal effect between studied variables. The exogenous variables in this research are affective commitment (X1); normative commitment (X2); and continuance commitment (X3); and the endogenous variable is OCB (Y). This research is conducted using employees who work in three-starred hotels in Makassar City, South Sulawesi. Purposive non-random sampling method is used to collect the data, as the employees are considered as permanent employees and have been worked for more than one year, with total samples are 73 respondents. Questionnaire is used as a data collection tool with Likert scale ranging from 1 (one) as totally disagree to 5 (five) as totally agree.



The indicators used for organizational commitment refer to the indicators used by Allen & Meyer (1996) with its adoption content in term of hotel industry context. It consists of eight-item indicators for affective commitment for example “I feel the hotel’s management and people in it like part of my own family”; six-item indicators for normative commitment for example “I feel that I have an obligation to stay to work at this hotel”; and nine-item indicators for continuance commitment for example “My life will be screwed up if I decide to resign from this hotel now”. For OCB’s indicators are adopted from Williams & Anderson (1991) that consists of eight-item indicators for example “I don’t want to complain about unimportant things about my working condition”.

The first step taken is to test the validity of the questionnaire to determine the extent to which respondents can understand the item indicators listed on questionnaire distributed. The test was conducted by distributing to 30 hotel employees in Surabaya City, East Java as the pretest respondents. After getting all the data required, with the help of SPSS 16 software, the validity test for the questionnaire is processed. The criteria for the questionnaire to be considered as valid if through statistical testing, which is obtained from the correlation value of the question item indicators for each variable with the total number of question item indicators from the total variables tested. The significant value of those should be less than 5%. As table 2, the results show that the whole question item indicators have significant value of less than 5%. Thus, the questionnaire could be used as a measurement instrument for the actual respondents.

**Table 2.** Validity Test for Questionnaire

Affective			Normative			Continuance			OCB		
	r-value	$\alpha$		r-value	$\alpha$		r-value	$\alpha$		r-value	$\alpha$
x11	0,615	0,000	x21	0,745	0,000	x31	0,554	0,001	y11	0,742	0,000
x12	0,858	0,000	x22	0,685	0,000	x32	0,547	0,002	y12	0,726	0,000
x13	0,734	0,000	x23	0,709	0,000	x33	0,755	0,000	y13	0,733	0,000
x14	0,707	0,000	x24	0,717	0,000	x34	0,693	0,000	y14	0,807	0,000
x15	0,756	0,000	x25	0,793	0,000	x35	0,664	0,000	y15	0,741	0,000
x16	0,704	0,000	x26	0,754	0,000	x36	0,634	0,000	y16	0,707	0,000
x17	0,658	0,000				x37	0,617	0,000	y17	0,776	0,000
x18	0,420	0,021				x38	0,721	0,000	y18	0,768	0,000
						x39	0,402	0,028			

## THE RESULTS OF STATISTICAL TESTS

Data processing begins with processing descriptive data that includes gender and age by using frequency distribution calculation derived from all respondents used as research data with total of 73 respondents. Descriptive demographic in detail could be seen in table 3.

**Table 3.** Demographic

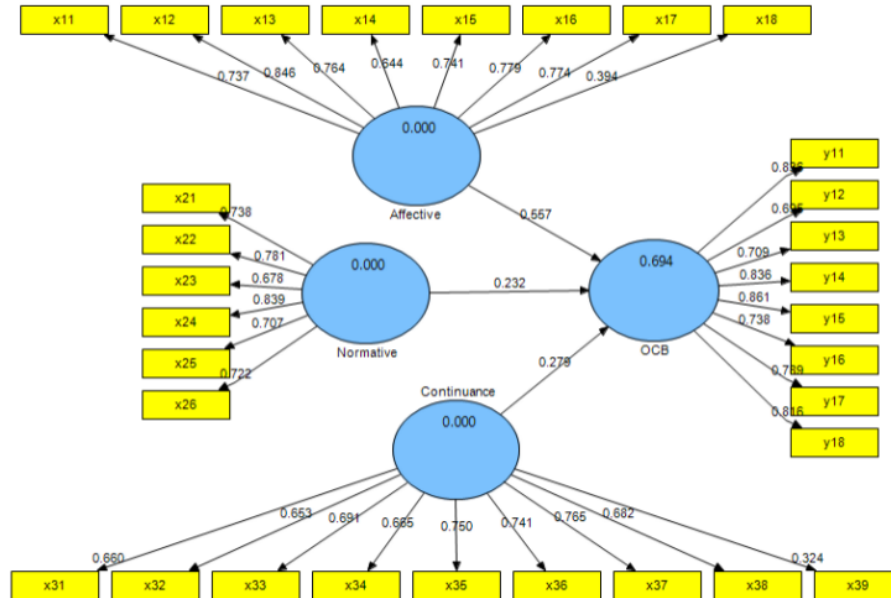
Gender	Frequency	%	Age	Frequency	%
Male	45	61,6	18 - 25 years old	60	82,2
Female	28	38,4	26 - 33 years old	13	17,8
Total	73	100	Total	73	100

The data processing uses SmartPLS 2.0 program for model test and hypothesis test. Based on table 4, the results of processing validity test are obtained by looking at the loading factors for each indicator items, which is related with convergent validity which has the principle that indicators between developed constructs should have high correlation (Abdillah & Hartono, 2015). The prerequisite value for loading factor to be considered as valid with the amount of loading factor value greater than 0,5. Hence, indicator X18 and X39 do not meet the requirements to be categorized as valid. Consequently, these two indicators will be dropped and will not be included for further process.

**Table 4.** Loading Factor Value Phase I

2 Affective		7 Normative		2 Continuance		5 OCB	
x11	0,737	x21	0,739	x31	0,660	y11	0,836
x12	0,846	x22	0,781	x32	0,653	y12	0,695
x13	0,764	x23	0,678	x33	0,691	y13	0,709
x14	0,644	x24	0,839	x34	0,665	y14	0,836
x15	0,741	x25	0,707	x35	0,750	y15	0,861
x16	0,779	x26	0,722	x36	0,741	y16	0,738
x17	0,774			x37	0,765	y17	0,789
x18	0,394			x38	0,682	y18	0,816
				x39	0,325		

**Fig 2. Research Model Phase I**

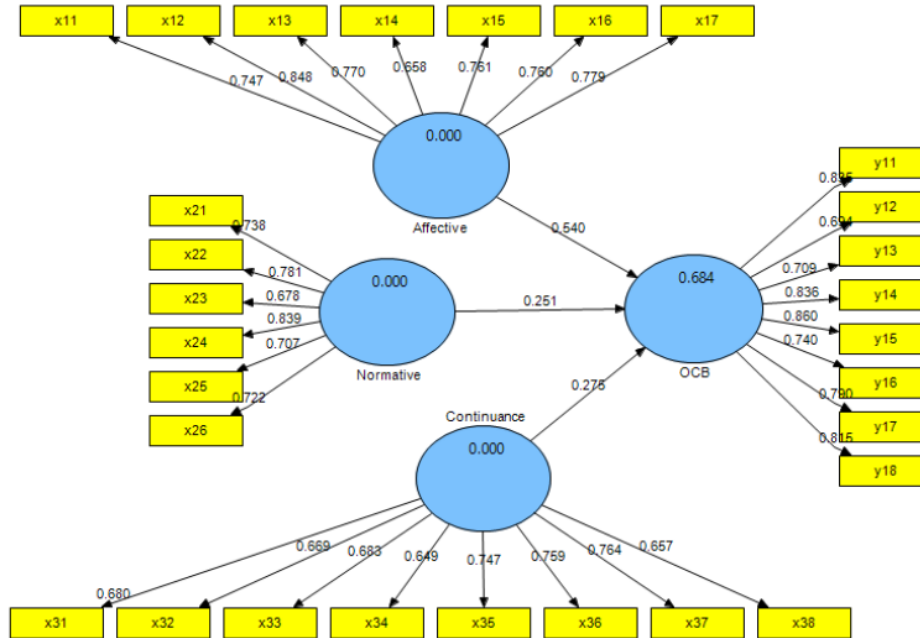


The data process is continued by conducting the second phase of validity test by checking the loading factor value. As shown by table 5, the overall value of loading factors have been greater than 0,5. Hence, all indicators are considered as valid. The validity test is continued by conducting discriminant validity test, by looking at the AVE root value with cut-off value gerater than 0,7. As argued by Abdillah & Hartono (2015) that the indicators that form different constructs should not have high correlation such as indicators of exogenous variables with their endogenous. Therefore, based on table 6 it is shown that all variables are pass the cut-off value of discriminant validity and could be considered as valid.

**Table 5. Loading Factor Value Phase II (After Dropping)**

34	Affective	7	Normative	2	Continuance	5	OCB
x11	0,747	x21	0,738	x31	0,680	y11	0,835
x12	0,848	x22	0,781	x32	0,669	y12	0,694
x13	0,770	x23	0,678	x33	0,683	y13	0,709
x14	0,658	x24	0,839	x34	0,649	y14	0,837
x15	0,761	x25	0,707	x35	0,747	y15	0,861
x16	0,760	x26	0,722	x36	0,759	y16	0,740
x17	0,779			x37	0,764	y17	0,790
				x38	0,657	y18	0,815

**Fig 3. Research Model Final**



For the reliability test, to be considered as reliable the cut-off value of both composite reliability and cronbach alpha should be greater than 0.7. The result from table 6 indicates that the reliability value for the overall variables are greater than 0.7. Hence, all variables are considered as reliable.

**Table 6. Validity and Reliability**

	AVE	√ AVE	Composite Reliability	Cronbach Alpha
Affective	0,5809	0,762	0,906	0,879
Normative	0,5565	0,746	0,882	0,845
Continuance	0,4932	0,702	0,886	0,856
OCB	0,6196	0,787	0,928	0,911

The last phase during the data process is to test the hypotheses to get proof of the research study that has been proposed. Hypothesis testing is done by looking at the original sample value to find out the direction effect whether it is positive or negative, and by looking at the T-statistic value to find out the significance of the effect produced. As a reference direction, if the original sample value shows a positive value, thus, the direction effect could be considered to be positive. Conversely, when the original sample value shows a negative value, thus, the direction effect could be considered to be negative. For significance testing is performed by looking at the T-value compared with the value of 1,96. If the value of T-



value is greater than 1,96, it could be said that the effect is significant, and if the value of T-value is smaller than 1,96, it could be said that the effect is not significant.

Table 7 shows that affective commitment affect positively and significantly towards OCB; normative commitment affect positively and significantly towards OCB; and continuance commitment affect positively and significantly towards OCB. Therefore, hypothesis 1 and 2 are supported, and hypothesis 3 is not supported.

**Table 7.** Hypothesis Testing

	Original Sample (O)	T Statistics (IO/STERRI)
AC -> OCB	0,540	5,679
CC -> OCB	0,275	3,293
NC -> OCB	0,251	4,555

## DISCUSSION

Based on the demographic data of the respondents in table 3, it shows that the majority of respondents are male (61,6%) with the majority of ages being in the range of 18-25 years old (82,2%). The result show that the average respondents are in the productive age which makes it possible to work effectively through a full-time job. There is a tendency that during the productive age, employees can feel stable and productive conditions in earning income. However, it also creates a tendency to have financial responsibility at least towards closest kins or relatives (Kartika, Nugroho, & Oktavio, 2019). Although descriptive data does not explain in detail and only explain basic number explanation especially regarding the role of employees as breadwinners, the condition could lead to a more comprehensive tendency regarding the ability of employees in order to survive in the organization which also affect their behavioral tendencies to survive and remain in the organization. Thus, it is plausible for the employees to perform different behavior which is dependent on specific condition from each of them.

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The result of this research shows that the higher individual's affective commitment, the high OCB displayed by the individual. The result supports the previous study by Meyer et al. (2002); Organ et al. (2006); Hartono et al. (2015); Lee et al. (2018); Paramaatha et al. (2019); and Afandi (2019) as an additional empirical support. When there is an alignment between goals and values that belong to employees and organization, it could creates harmony and it will unite the goals and the values altogether. This condition could leads to enjoyment and enthusiasm by the employees to achieve a common goal during their existence in organization. The pleasure that is generated could have an impact on willingness and initiative to show certain efforts in achieving organization's goals. This kind of unique efforts are raised as the manifestation of the extra-role individual behavior within the organization.

Affective commitment in this study is reflected through the indicator "the pleasure of talking about organization with colleagues". As the implication in this research, when employees feel the pleasure that is obtained during their presence working in the hotel, the employees will tend to talk about positive things that they have experienced during their day-to-day operational. Consequently, the pleasure of the employees during their existence in the hotel will further increase the willingness to show positive extra-role behaviors for the hotel.

Normative commitment affect positively and significantly towards OCB, it means that the higher individual's normative commitment, the higher OCB displayed by the individual. This research supports the arguments by Greenberg & Baron (2008) and also the empirical studies by Addison et al. (2006); Bakhshi et al. (2011); Meyer et al. (2002); and Genty et al. (2017). When employees feel to maintain their membership in the organization as an obligation, whether like it or not they would continue to do it. This condition is also supported when the employees are too concerned about what others will say rather than what they feel for themselves. The concern over what other peoples' thoughts and feelings, could creates obligation for employees to participate and encourages further bigger obligation in achieving organization's goals. Therefore, extra-role behavior will arise when the employees feel that it is their duty as members of the organization to show more effort for the success of the organization.

Within this study, normative commitment is reflected by the indicator "the organization deserves my loyalty". When employees feel that the hotel deserve their loyalty, the employees will voluntarily provide the best effort for the development of the hotel. As the employees who feel that their hotel as a place of work deserve their loyalty, then the employees will incere their efforts to develop the hotel's advantages.

Regarding the continuance commitment, the result shows that continuance commitment affect positively and significantly towards OCB. The result does not support and shows contradiction against the previous study (Meyer et al., 2002). As the implication shows that the higher continuance commitment will lead to the higher extra-role behavior showed by individuals. The results indicate when employees decide to stay in the organization due to consideration of losses and inconveniences that might be obtain when they are leaving the organization, it could actually make the employees rely on their individual extra-role behavior, in order to survive and remain at the organization.

In this study, continuance commitment is reflected by the indicator "unavailability of vacancies elsewhere". This result indicates that when employees create perception that the availability of job vacancies elsewhere is higher, it will also increase continuance commitment. With the incremental in continuance caused by the lack of opportunities to work in other places, it makes the employees within organization to try to show positive behavior in order to generate positive opinions to maintain their membership in the organization. In the context of this research in hospitality industry, the higher continuance commitment is due to the lack of availability of working opportunities elsewhere which then force employees in the hotel to try to maintain their presence in the hotel by increasing the hotel advantages through positive extra-role behavior shown.

Business atmosphere of the hospitality industry in Makassar city still shows a downturn, which is caused by external factors such as the high price of airplane tickets, and the uncertain political situation that makes business direction still unclear as well (Ristyaningrum, 2019). This condition has also hampered the development of the hotel business, which in turn has limited employment opportunities, especially in starred hotels. The condition later became the basis of the high continuance commitment in starred hotels in Makassar city. This phenomenon is the basis for employees to compete to show their best efforts through extra-role behavior in order to maintain their existence in the hotel where they currently work. This condition also requires employees to think more actively, especially when they begin to anxious about the possibility of remain at the hotel or not. Thus, the extra efforts will be shown as a form of anticipation (López Bohle, Bal, Jansen, Leiva, & Alonso, 2017). This justification could be supported by the previous descriptive data showing that the majority of employees are in productive age who have a tendency to be breadwinners, as argued by Kartika et al. (2019). Hence, employees tend to have pressure

to remain in the organization as their condition required to do so, by taking actions that are considered to be able to give a positive impression from management perspective, which one of it by showing OCB in order to remain in the organization.

In the context of this study, culture has a tendency to play a role in shaping employees' behavior. Thio & King (2017) suggested that hotel employees who have high work value can have an impact on organizational commitment. However, perceptions that arise over the value held by employees could be formed due to several factors especially those obtained from the organization's active role that oversees employees. One of the prominent factor that emphasized to the result of this study is the extent to which employees get certainty for the work done at present time (job security). Points that specifically emerge from the outside employees' personal but yet precisely have an important role in ensuring employees to enhance their work value. Thus, if it can be aligned with the organization's values, then it would give a prominent impact which benefits both the employees and the organization (Thio & King, 2017).

Moreover, employee culture provides a rationale for how employees form perceptions of the exhibited behavior, whereas there is a tendency that Indonesian people tend to avoid conflicts and will try to find solutions by compromising or negotiating, despite their personal pressure from their closest environment such as inner family or extended family. Hence, it forms the tendency of each individual to thrive to survive in the organization without having to open conflict with other employees. However, it does not mean it always done correctly and in accordance with applicable ethical behavior. The argument is as a justification for the differences that arise over the overall employees' behavior in the western context and Indonesian context. In the western context, employees with higher continuance commitment will tend not to show OCB (Meyer et al., 2002). However, in the Indonesian context as the contrast result that employees with higher continuance commitment will tend to thrive to remain at the organization by exhibiting OCB as their solution to keep remain in the organization.

The study results also prove that affective commitment is the most dominant factor in the formation of OCB. These results also support previous studies which also show the same empirical results which show that OCB can be formed through the existence of high affective commitment (Meyer et al., 2002; Organ et al., 2006, Lee et al., 2018). Employees with higher emotional ties to their organization will tend to make their voluntary contributions to the success of the organization. Higher emotional ties can be caused by the similarity of values and alignment that arise between employees and their organization. This condition can be considered as "the best scenario" that could make organization run smoothly during its effort in achieving its goals. Liu et al. (2018) provides a description that the emotional bond that formed between employees and their organization can be a reciprocal positive behavior which then also leads to benefit for all parties.

In its managerial implications for the hotel industry, it could be concluded that within macro conditions which are often beyond the individuals' control, it could indirectly increase the competition levels among employees both internally within the hotel, and among employees at different hotels which sometimes explicitly, it could trigger several severe problems among employees. However, the condition could be "double-edged blades" that provide advantages as well as disadvantages. Firstly, for hotel management perspective this condition could encourage a rapid incremental in employees' motivation and effort to perform their job optimally to avoid leaving or forced layoff from the hotel which indicated far less favorable for employees. On the other hand, the condition could also interfere with organizational stability caused by unfair competition among employees, or even use any means that are not commendable (Chen, Chen, & Sheldon, 2016). Secondly, hotel



management could project the employees mapping to find out the best employees currently owned for the shake of long term consideration for the organization's sustainability in the future. However, there is also the potential for the hotel management to identify the current condition whether the organization has adequate employees or not as the basic consideration for management and provide an illustration insight regarding the real current condition. The information could implies whether the organization is in safe condition or should be examined carefully due to the inability of its human resources to be able to adjust to the golas of the organization as general.

## CONCLUSION

The research's result shows that affective commitment affect positively and significantly towards OCB; normative commitment affect positively and significantly towards OCB; and finally continuance commitment affect positively and significantly towards OCB. The later result shows a new phenomenon especially in hotel industry context at Makassar city, whereas due to the inavailability of vacancies in starred hotels, it leads to higher continuance commitment. This inavailability urges employees to show their better performance through positive behavior such as OCB.

Suggestion for further research are to conduct empirical testing in the presence of mediating roles such as the role of organizational culture or local specific culture due to the unique diverse national culture from Indonesian (Thio & King, 2017); or specifically in organization level context such as counterproductive work behavior as a negative behavior that could inhibit the enhancement of OCB. For research in the context of hotel industry, it is recommended to conduct in another starred hotel contexts such as five-starred hotels or four-starred hotels which provide more specific employees' behavior to get a bigger picture and in order to be able to generalize the findings of empirical evidence in other studies.

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