

The Organizational Commitment, Work Satisfaction, Organizational Citizenship Behavior, and Employee Performance

Adunyadet Tankaeo^{1*}, Irada Phorncharoen^{2**}, and Anothai Harasarn³

Doctor of Business Administration Program in Management, Faculty of Business Administration and Management,
Ubon Ratchathani Rajabhat University, Thailand
adunyadet@hotmail.com

Abstract

The organizational commitment and the work satisfaction are direct impact on how to organizational citizenship behaviors, while making indirect influential toward the employee performance. To be precise, in order to have organizational citizenship behaviors by looking at the employee performance. Can be put simplify as working process with the right quantity, proper quality and effective productivity. All of these procedures are appreciated within the framework and methods indicated. From the organization to achieve the objectives for the company's survival. The 3 indicators are task's quantity, quality and productivity. On the other hand, the organizational citizenship behaviors mean the organization's personnel's behaviors the future support the organization's accomplishment and effectiveness. These behaviors are related to all of the operation that beyond the assigned tasks form the organization, and the employees are voluntary do without any force or obligation, and these behaviors are what every organization yearend far. Because the self-activated behaviors are beneficial to the organization, and they are accepted and valued from the people within the same field. The organizational citizenship behaviors are comprised of being altruism, sportsmanship, courtesy, conscientiousness, and civic virtue. While the work satisfactions are the satisfaction of the employees toward their work with the attitudes, preferences or any specific dislike. Each person's preferences their works are depending on how they react both physically and mentally toward their operation task. We can call the measurement for the work satisfactions as Motivators. Whereas the work satisfactions are called the Hygiene. And lastly the organizational commitment is the feely of being a part of the organization each employee has, with pride and willingness to dedicate themselves for the salve for the organization. Each us of them the passion to sacrifice and best wish for their organization, and always longs for being the permanent member of the organization forever. We can categorize these commitments into 3 characteristics which are the identification, involvement, and loyalty.

Key Word: The Organizational Commitment, Work Satisfaction, Organizational Citizenship Behaviors, Employee Performance

Introduction

In the current world of 2020, The VUCA World Era, the organization and private sectors are affected tremendously from the disruption. Because those small scale of organizations with less resource are able to upgrade and develop their new good, or services so much that evicting the new wave of urge. And these new urges have replaced what we usually have originally. On the other hand, the big scaled of organization will normally improve from the originated, or forms groups of companies that are the fruits of the old ones, which finally blind them from seeing any others needs in market. All of these problems have required the new entrepreneurs to adapt themselves quicker in the VUCA World Era (Christensen, Raynor, and McDonald, 2015, George, 2017).

VUCA World stand for (V) Volatility or Fluctuation, a fast change, unpredictable, (U) Uncertainty is they are impermanence, difficult for making decision, (C) Complexity is more complication in term of system and the last abbreviation, (A) Ambiguity is unstably, unclear, and absolutely unpredictable. There for the organization's leaders qualifications are indeed regained people who can lead the changes, create the potential, efficiency and develop the employees to be ready for the changes, at the same time they need to create new innovation for the organization's brighter success.

Manage under the tough environment nowadays, the organization's managements have to the organization performance successfully by using multi-knowledge understandings, and studying the continue business's fast changing environment. To be able to adapt and adjust your method of work in order to get along with changes of pace of the business environment, the managements have to keep watching, following and understanding the situation around them are difficultly enable to achieve their organization's target successfully. There are many internal indicators that enable the organization to afford the goal, as per the researcher's proposed, which are the organizational citizenship behaviors, and good quality of service provided to the customers (Tunngarumit, 2015). These are the key of success for the organization. Because the participant from every member in the organization varies activities, are considered essential asset for the organization to improve, develop and initiate them to have the organizational citizenship behaviors (Dymock and McCarthy, 2006). All of these indicators are the most vital that effect the current organization's performance. Thence the human resources equipped with knowledge, ability, good attitudes toward organization, and willingness to dedicate these mind and bodies for the organization will help the organization to survive the changes, create the reliability that are ready for the changes and drive the performance efficiently and successfully (Malai, Dangdomyouth, Kanhadilok, and Suwanjaroen, 2017). The organization is in fact deepened on the employee's cooperation in order to be competitiveness especially in Hospitality Business, as the organization's

value. Cooperation are the essential key to run the successes. Eventually the service satisfaction is considered essential. Factors that will certainly affect the organization's service to be successfully and operated. As per the organization's service objective, and also help the organization to correct the unsatisfaction service afterword (Srathongyoo, 2019). Once these is any service that appears to be unsatisfaction and not-following to the customers, intention, organization has to improve, and correct this customers unsatisfaction immediately.

The outcomes are how the organization use the rules and resolution to support any related factors to the employees, which will directly affect to how their operation works. These are the tasks for the management to process and put strategies and policies or any operation plan to action in order to administrated the employees to work towards achieving the organization's target. However, in case of putting too much research and analyze on these too many factors, here will be investment in labor more than accessory and may cause the labor-related problems, in the future.

Content

1. Work Satisfaction

The work satisfaction means level of satisfaction of the willingness of an individual toward their work (DuBrin, 2005). It can be the satisfaction or the optimistic emotion of a person toward their work, which is derived from self-job assessment or personal work experiences (Locke, 1976), an employee's positive attitude toward their own work (Daft, 2006), or one's view toward their work, as per their own job acknowledge, remind in a good way comparing to other people within the organization (Ivancevich, Konoposke and Matteson, 2008), or when one can value themselves, which could possibly call accepting oneself, self-satisfaction, seeing the value within themselves, having self-respect or self-confidence (Tharenou, 1979).

Being granted in this field, a theory that can define the employee's satisfaction is The Two-Factor Theory by Herzberg (Herzberg, Musner and Synderman, 1959). Herzberg has proposed that the work itself is the important sources that can make each individual's satisfaction. And these factors are significantly vital dimension related to the work satisfaction. Because one dimension is the Job satisfaction or Motivators while the other dimension is the job dissatisfaction or Hygiene.

2. The Organizational Commitment

The Organizational Commitment is when the employee feel that they are part of the organization (Barron and Greenberg, 1990) with the pride and willingness to dedicate themselves for the benefit of the organization (Mowday, Porter and Steers, 1982). The employees eill simply put their heart to work, sacrifice, and always wishing good wishes to the organization (Panaccio and Vandenberghe, 2012), and the rage to remain the organization's member forever (Meyer and Allen, 1991). These commitments have 3 Components (Porter and other, 1977), i.e. 1) Identification 2) Involvement and 3) Loyalty

3. Organizational Citizenship Behaviors

Being the Organizational Citizenship Behaviors can be defined as how the organizations operate or their behaviors that accelerate the success and productivity to their organization. Mostly of the behavior we are looking are concerned any task outside their assigned job from the organization, and they do turn voluntarily without any force or no policies to oblige them to do so. All of these actions have no direct involvement the aware granting system (Castro, Armario, and Ruiz, 2004; Robbins and Judge, 2009; Podsakoff et al., 1990). These behaviors are what every organization yearned for, as they are the behaviors that the employees act with no official announcement from the organization, nor in the description. On the other hand, these behaviors are beneficial to the organization and the organization society accepted and valued them (Organ and Konovsky, 1989). Amidst the high competition, only doing their assigned jobs are not enough. Once employees have worked more than their roles and responsibilities, eventually it will benefit the organization. Any role beyond the designed responsibilities are considered the behaviors risen up from the employee's cooperation, absolve not showing in their job description, however employees are willing to do more voluntarily. These behaviors can be seen from each individual's cooperation beyond their assigned tasks (Wright and Sablinski, 2008). The Organizational Citizenship Behaviors are those behaviors that from themselves when they are persisted to do for the organization with their attractiveness, even though these tasks are not in the scope in their responsibilities as per indicated in the behavior that beyond the Job description. And these expectations are deliberately support and provide positive effect to the organization's efficiency. As per the study of Tambe and Shanker (2014), the research has found that the Organizational Citizenship Behaviors are the behaviors that come from the employees voluntarily, by showing their commitment to the organization. As per Organ (1988) Theory, there are 5 dimensions of these behaviors, e.g. 1) Altruism, 2) Sportsmanship, 3) Courtesy, 4) Conscientiousness, and 5) Civic Virtue. These the Organizational Citizenship Behaviors will be beneficial in 2 aspects (Teeravanittrakul, 1990, Podsakoff et al., 1997). First, the benefits of being the Organizational Citizenship Behaviors for each individual are the employees are able to work for the goal as per assignment by themselves, and they concern make themselves famous from their own achievability. And second is the benefits of the Organizational Citizenship Behaviors with the effect to the organization, productivity is reducing the cost from wasting the organization's human resources and cost for keeping the employees to maintain their jobs in the organization. Not only Organizational Citizenship Behaviors will make the effective mutual activities among the members in one department and between one department and other department but also persuade of employees and keeping the good ones to still working in the organization.

4. Employee Performance

The Employee performance is one of the significant psychologies within the field and organization. And this theory has been developed by the academics over the decade continuously to define and propagate this theory (Campbell, 1990) However, the employees are not solely depended on the Theory of how they do their jobs, as only the organization's target-related behaviors are putting into account. Therefore, to be working would mean when the organization hires individuals to do some jobs and their works have were out quite good (Campbell et al., 1993). The results of employees works mean the employees have worked for the efficient quantity, quality, and productivity. And they have been working within the framework and procedures as the organization has instructed in order to achieve the objectives or accomplish for the organizations survive. There are 3 measurements to define the success, which are Quantity, Quality, and Product (Yeampuen, 2008). The performance measurement is comprised of into 4 essential factors, followings, Job Quality, Job Quantity, Time, and Cost. (Peterson and Plowman, 1953)

Analysis

1. The relationship between work satisfaction and employee performance.

The work satisfaction, employee's realization on organization's support, and their positive participation has the significant as between High-Performance Work System and Employee Performance (Li, Naz, Khan, Kusi, and Murad, 2019). The work satisfaction is an emotion component influenced to work knowledge and understanding in various aspects (Mercer, 1997). The work satisfaction is the reflection between employee's emotion and their assigned jobs in many aspects (Wright, 1997). Vanden (2011) has defined that the work satisfaction has some what weak relation with the employee performance. And these causes and effects of these relationship are unable to summarize yet. This statement is conformed with Ghoreishi, Zahirrodine, Assarian, Moosavi, Zare, and Zadeh (2011) theory, indicating that the employee performance and work satisfaction have a rather simple relation. These were serval researchers who voted for the aspect of inaccuracy of the relation between work satisfaction and employee performance (Petty, McGee, and Cavender, 1984). On the other hand, there are many academic researches finding the work satisfaction has significant effect toward employee performance. Because of positive impact from the work satisfaction has make the employee to have the strong power mind to make decision, and it conveys to any job-related behaviors and their performance. The researchers have indicated that the work satisfaction has positive influenced toward the employee's efficiency performance via the organizational commitment (Falkenburg and Schyns, 2007, Tissera and Fernando, 2014, Vrinda and Nisha, 2015, Noermijati, 2015). Consequently, The training has the capability to boost the self-confidence, work satisfaction, and employees career development, where as it reduce the differences and decrease the tension in work (Alavi, 2000). The hypothesis, as follows:

Hypothesis 1 (H_1): Work Satisfaction significantly effects Employee Performance

2. The relationship between work satisfaction and organizational citizenship behaviors.

The work satisfaction is a key factor of the organizational citizenship behaviors. When an employee is any work satisfaction, there are more chances to announce the good sides of their organization verbally, giving support to their colleagues and working beyond their normal operation (Robbins, 2006). This theory has matched with most of the studies that found the work satisfaction has a significant impact toward the organizational citizenship behaviors (Organ and Konovsky, 1989, Yoon and Suh, 2003, Gonzales and Garazo, 2006, Zeinabadi 2010, Rasheed, et al., 2013, Zeinabadi and Salehi, 2011, Salehi and Gholtash, 2011, Sabahi, and Dashti, 2016). On the opposite, some of the studies, such as the study of Agustiniingsih, Thoyib, Djumilah, Noermijati (2016) has not found that the satisfaction and organizational citizenship behaviors have significant effect with the employee performance. With this information, we can define the hypothesis as following:

Hypothesis 2 (H_2): Work Satisfaction significantly effects Organizational Citizenship Behaviors

3. The relationship between the organizational commitment and organizational citizenship behaviors.

The organizational commitment has a direct impact to organizational citizenship behaviors. The organizational commitment, the better member of organization the employee will be. (Srimaitree, Chotivanich, and Khonthongjun, 2018) The results from most of the researches have found that the organizational commitment has positive impact towards the organizational citizenship behaviors (Erkmen and Hancer, 2015, Rurkkhum and Bartlett, 2012, Zehir, Muceldili and Zehir, 2012, Podsakoff, McKenzie and Boommer, 1996, Meyer et al, 2002, Peng and Chiu, 2010, Salehi and Gholtash, 2011). In conclusion, the organizational commitment this is the foundation behaviors from an individual's attitude towards the organization. This is the key that bind the employee to keep working with the organization. From all of this information, we can create the hypothesis as following:

Hypothesis 3 (H_3): Organizational Commitment significantly effects Organizational Citizenship Behaviors

4. The relationship between organizational citizenship behaviors and employee performance.

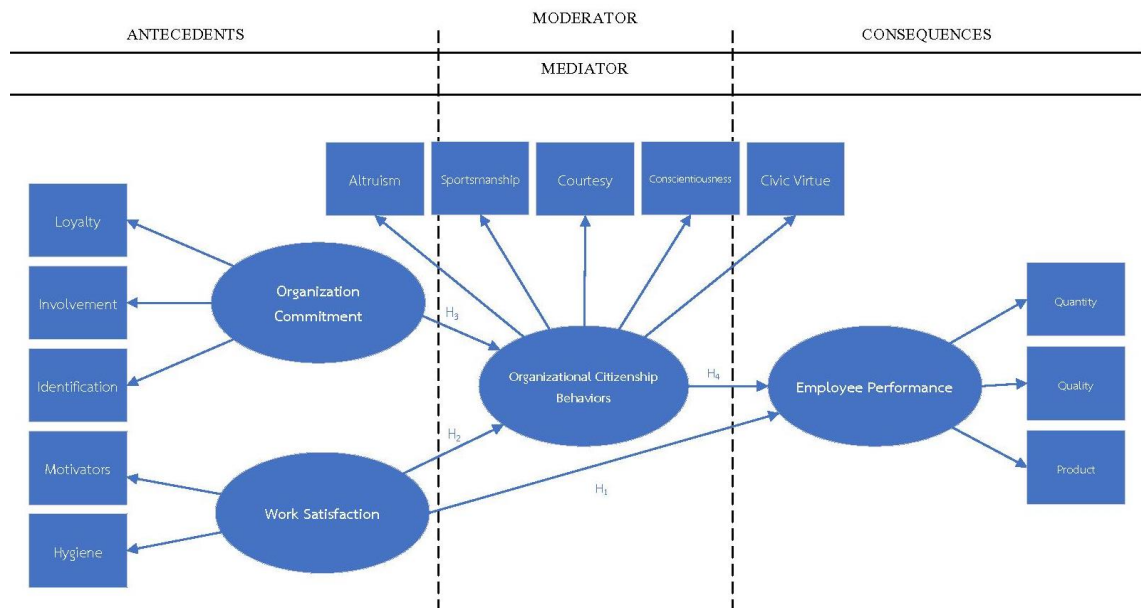
The organizational citizenship behaviors adjustment is a part of the wider definition of employee performance (Organ, 1997). At the sometime, there are various related works, we can assess the employee performance by looking at the spreadsheet Cascio, 2000). The individual performance is especially helped the organization towards the achievement. Therefore, the employee behavior assessment will have an important role as the tool to measure the employee performance (Ostroff, 1992). The one call Quality Management Framework will lead the way on how to define the employee performance, including better employee behavior assessment. The working progress definition especially on those initiative and cooperative behaviors, besides their assigned task, are also including how the organization measures the level of perseverance in

operation specifically with the workplace as well (Waldman, 1994). The knowledge, skill and competence of each employee are required to develop in the performance aspect. Because the employee performance will have significant effect to the service quality and organization performance (Kim et al., 2011). With the support from combining the dimension of the organizational citizenship behaviors, within the current regulation of the employee performance (Barksdale and Werner, 2001). In the mention, the assessment hierarchy from the superiors will be the least efficiency alternative, that the organization able to assess the exact performance. Moreover, the true employee performance may partly arise from the failure from working in other field, which is considered part of for true operation (Wexley and Yukl, 1984). The study of the relation between the organizational citizenship behaviors and employee performance has found that the organizational citizenship behaviors for each individual has increased the employee performance. Whereas having the organizational citizenship behaviors has a direct effect towards the organization's productivities, and enable the employees to operate in various roles, which is for the productivity in management, and also having more human resources with the target of creating unlimited productivities in mind. These behaviors can be seen from the employee's behaviors to support each other, helping each other to learn the new knowledge maintaining to create new product, and enable the organization to keep and persuade these value employees within the organization as long as possible (Podsakoff and McKenzie, 1997). We can see the similar finding from the study of McKenzie et al (1991) that the factors hierarchy which is affected on how to control and assess the employee performance has been forecasted significantly. Beginning from achieving the target by selling, which is on the sure level as the organizational citizenship behaviors. The next lower level is the empathies and employee's moral. Or what we found from Kladerndong (2009) is that when the employee has organizational citizenship behaviors, it will result in a much level of employee performance, and the cooperative behaviors has the relation with the employee performance. Concluded from this information we can define the hypothesis as follow:

Hypothesis 4 (H_4): Organizational Citizenship Behaviors significantly effects Employee Performance

Conceptual Framework

As per the literature review, related researches, and hypothesis definition, the research has created the knowledge that comes from data analysis and synthesis, which enable as to create the conceptual framework as following:



Picture 1 The Conceptual Framework

Conclusion

The employee performance can be defined as when the employees have worked efficiently in terms of quantity, Quality and productivity. This is operating within the framework and indicated method as the organization has instructed, in order to achieve its objective or succeed for the organization's survival, measuring these 3 factors, i.e. the job quantity, quality, and production. The components on measuring the job efficiency use categories into 4 components which are job quality, quantity, time, and cost.

The organizational citizenship behaviors can be defined as the support employee behavior within the organization to help the organization to achieve and many productivities for the organization. These behaviors are related to any tasks beyond their own assignment from the organization and these employees have done with their own will, without any obligation indicated as the behaviors that every organization has longed for their employees to have. As they are beneficial to the organization, the same field in the organization have granted and valued these practices. The components of organizational citizenship behaviors are comprised of Generosity, Patience, Cooperative, Job Realization, and Empathy for others. The benefits of having organizational citizenship behaviors for each employee are both helping the employees to achieve move on the assigned targets by themselves, they can create more production factor, and the benefits of the organizational citizenship behaviors for the organization productivities, reducing the chances of losing the human resource, helping an keeping the employee to maintain work in the organization creating the efficiency for the activities the employees have within their department

and neither departments, and lastly is persuading the employee, and maintaining their those good employees to continue working with the organization.

The work satisfaction can be defined as the job satisfaction with the attitude are preference or dislike specifically of each individual. For the employees preferences in their job are depending on how much the responses they yet physically and mentally from their own job. The wide accepted theory to descript the work satisfaction are The Two-Factors of Herzberg. This mentioned theory has proposed that the work itself is the essential source for each individual to be have the work satisfaction. And it has the significant continually in the work satisfaction. We can desired that, one dimension is the factor that cause the Motivators, while the others has created the job dissatisfaction or Hygiene factor.

The organizational commitment is the feeling that employee feel that they are part of the organization with pride, and willingness to dedicate themselves for the organization's benefits. By putting their effort, sacrifices, and always wish the organization to progress, and these employees have the urge to maintain their employment with the organization forever. These organizational commitments can be defined into 3 characteristics, i, e. the Faith and Acceptance in organization's goals, the willingness to were all their might and capabilities for the sale of the organization and the need to remain the membership of the organization.

From the literature review and related researches, we can define the relation between the organizational commitment, the work satisfaction, the organizational citizenship behaviors and the employee performance and the employee performance are the bond towards the organization commitment and the work satisfaction has influenced directly to the organizational citizenship behaviors and indirect influential to the employee performance through the organizational citizenship behaviors.

Having the organizational citizenship behaviors promotion by using the strategy of bonding management towards the organization and the work satisfaction with the employees, under the circumstance of challenge in the VUCA era is the Key issue, that the management needs to plan the policies for managing the human resources wisely, required the experienced and professional management to manage the employees satisfaction properly, efficiently within the restraints of current limited budget the organization has.

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