



**EFFECT OF PRESSURE OF WORK AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR TO PERFORMANCE ORGANIZATION THROUGH THE ORGANIZATIONAL COMMITMENT
PT. DHARMA AGUNG SENTOSA**

Ultravianti Yuniarlieni

Student Master of Management
Faculty Economics
University of Krisnadwipayana
Jakarta, Indonesia
e-mail: ultravee18@gmail.com
Indonesia

Abdul Rivai

Associate Professor
Faculty Economics
University of Krisnadwipayana
Jakarta, Indonesia
e-mail: abdulrivai@unkris.ac.id
Indonesia

Akhmad Sodikin

Lecturer
University of Krisnadwipayana
Jakarta, Indonesia
e-mail: ihin_2007@yahoo.co.id
Indonesia

ABSTRACT

This study aimed to determine the effect of the pressures of work and organizational citizenship behavior on organizational performance simultaneously, determine the effect of work pressure on the performance of an organization partially determine the effect of organizational citizenship behavior on organizational performance partially, knowing working pressure influence on performance through organizational commitment and determine the effect of organizational citizenship behavior on organizational performance through organizational commitment variable. The study was conducted on the organization of PT Agung Dharma Sentosa. Sampling using saturated samples involving 90 employees in all parts of the organization. Analysis of data using path analysis.

Based on data analysis found that the variable pressures of work and organizational citizenship behaviors affect the organization's performance simultaneously. Variable work pressure affects the performance of an organization partially. Organizational citizenship behavior variables affect the performance of an organization partially. Organizational commitment variables affect the performance of an organization partially. The influence of the pressure of work and organizational citizenship behavior on organizational performance is smaller than through the commitment of the organization of work.

Keywords: work pressure, organizational citizenship behavior, organizational commitment, organizational Performance

Introduction

Every organization has a problem in improving its performance. These problems may originate from within the organization and outside the organization. One the problem in improving performance is the level of work pressure or stress is on the employee. Perceived stress describes the person's overall perception of how various

stressors affect their lives. Perceptions of these stressors is an important component in the process of stress because people interpret the same stressors differently.

Experts theory suggests that stress has psychological consequences or outcomes related to attitude, cognitive, and physical health. A large body of research that supports the negative impact of stress felt in many aspects of our lives. Stress negatively related to job satisfaction, organizational commitment, positive emotions, and performance is positively related to the level of turnover caused by fatigue. The higher the working pressure, the performance of the organization is expected better.

Organizational performance is also influenced by organizational commitment. According to Robbins and Judge (2008:100) organizational commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means favoring organizations that recruit such individuals. Meanwhile, according to Moorhead and Griffin (2013:73) organizational commitment is an attitude that reflects the extent to which an individual to know and adhere to the organization. An individual who has committed is likely to see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2015).

It can be concluded that organizational commitment is a psychological state of individuals associated with faith, trust and a strong reception to the goals and values of the organization, a strong willingness to work for the organization and the degree to which it still wants to be a member of the organization.

Literature Review

Work Pressure

Formally, stress is "an adaptive response, linked by the characteristics and psychological processes of individuals, which is a consequence of any external action, situation, or event that puts psychological and or physical demands, special someone. Work stress is the stress due to the imbalance between the employee personality characteristics with the characteristic aspects of his work and can occur in all working conditions. Quick and Quick (2006) categorize the types of stress into two, namely:

1. Eustress, which is the result of the response to stress that is healthy, positive, and constructive. This includes the well-being of individuals and organizations associated with the growth, flexibility, adaptability, and a high level of performance.
2. Distress, which is the result of the response to stress is unhealthy, negative, and destructive. This includes individuals and organizations consequences such as cardiovascular disease and high levels of absenteeism, which is associated with sickness, decline, and death.

Understanding the pressures of work and job satisfaction represent two antagonistic concepts. The pressure of work or job stress pushing contra-productive the results of the work, while job satisfaction or job satisfaction creates a work atmosphere positively correlated with the high performance of employees in the organization. Job stress and job satisfaction of one another have a negative correlation.

Effects of stress job revolve around the two variables, organizational variables, and variable individual/worker. The second effect of job stress both at the level of organizations and individuals are interrelated and difficult to separate. For the purposes of identification, the following will be loaded a number of effects of job stress both at the level of organization and individual.

Experts theory suggests that stress has psychological consequences or outcomes related to attitude, cognitive, and physical health. A large body of research that supports the negative impact of stress felt in many aspects of our lives. Stress negatively related to job satisfaction, organizational commitment, positive emotions, and performance is positively related to the level of turnover caused by fatigue.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is a behavior that is not part of the task that has been formally required for an employee but overall encouraging the effective functioning of the organization (Robbins,2003). In

terms of the effectiveness of the organization, individuals in a team need to have behaviors that support. Such behavior is not only appropriate behavior only role (in the role) but is expected to bring extra-role behavior of the individual so that the fabric can be more solid teamwork and can work optimally for the organization (Krishnan 2004). In addition to the above definition (Podsakoff, 2000) also provides those five dimensions of organizational citizenship behavior (OCB):

1. Altruism: behaviors that have an influence on helping colleagues in charge.
2. Conscientiousness: behavior that becomes part of the employees who carry out tasks that exceed the minimum requirements.
3. Sportsmanship: the feelings of the employees to refrain from complaints about things that are not preferable.
4. Courtesy: the behavior of the individual parts to replace others in the organization about changes affecting their work.
5. Civic virtue: behavior that becomes part of individuals who indicated that they participate in the company.

Griffin & Moorhead (2013) said that OCB refers to the behavior of an individual who had a positive impact on the organization. Griffin & Moorhead (2013) an example by comparing the two employees who have the same quality in a job. But one of them are not willing to work until late and only want to work in accordance with the hours, while one of the others are willing to work late even though it was outside his working hours, he is also willing to help him whenever needed. Based on the theories and synthesis that has been discussed in previous OCB OCB is that the person's behavior where a person knowingly wants to do work beyond their responsibilities or obligations in accordance with the contract, it can be arranged an indicator to determine the level of assessment for the OCB.

OCB is part of organizational behavior. Basic personality traits to reflect OCB employee corporative, helpful, considerate and sincerely. While the basic attitude indicating that the employees involved in the OCB to reply to organizational action (Luthans,2006:251). In Nelson (2006), OCB Organ found an extra individual behavior, which is not directly or explicitly recognized in a formal work system, and that in aggregate can improve the effectiveness of the functioning of the organization. Then for the next research OCB formulate deeper, that contribute to the maintenance and improvement of the social and psychological context to support the task.

OCB dimension in Nelson (2006) according to Podsakoff et al. is:

1. Helping behavior, ie the behavior of mutual help between the members and prevent their laziness in work.
2. Civic virtue may include support workers over administrative functions in the organization.
3. Sportsmanship, describe workers who put more emphasis on looking at the positive aspects than negative aspects of the organization. Sportsmanship depicts a worker to the organization.

Organizational Commitment

According to Robbins and Judge (2008:100) organizational commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means favoring organizations that recruit such individuals.

Meanwhile, according to Moorhead and Griffin (2013:73) organizational commitment is an attitude that reflects the extent to which an individual to know and adhere to the organization. An individual who has committed is likely to see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2015:165) that reflects the organization's commitment to recognizing the degree to which someone tied to an organization and its goals.

It can be concluded that organizational commitment is a psychological state of individuals associated with faith, trust and a strong reception to the goals and values of the organization, a strong willingness to work for the organization and the degree to which it still wants to be a member of the organization.

Robbins and Judge (2008:101) states that there are three separate dimensions of organizational commitment are:

1. Affective commitment to the organization is an emotional feeling and belief in its values.
2. Ongoing commitment is the perceived economic value of surviving in an organization when compared to leaving the organization.
3. Normative commitment is an obligation to stay in an organization for reasons of moral and ethical.

Organizational commitment is the attitude of the employees who are interested in goals, values and objectives of the organization shown by their acceptance of individuals on the values and goals of the organization and have a desire to affiliate with the organization and a willingness to work hard for the organization to make people feel at home and still want to stay in the organization for the sake of achievement of objectives and survival of the organization.

Organizational Performance

The terms of raw performance can be interpreted as a vote to determine the final goal to be achieved by individuals, groups, and organizations. In this sense performance is a tool that can be used to measure the level of achievement or group and individual policies. Some opinions about the performance were also expressed by some experts as follows:

Mangkunegara (2014:67) that the term is derived from the performance of job performance or the actual performance of the job performance or achievements to be achieved. According to Keban (2004) performance is the translation of performance that is often interpreted as "appearance", "protest" or "achievement". According to Keban (2004:183), the achievement of results (performance) can be judged by the actors, namely:

Performance is an overview of the level of achievement of the implementation of an activity/program/ policy in achieving the goals, objectives, mission, and vision of the organization as stated in the strategic planning of an organization (Mahsun, 2006:25). Performance is a set of output produced by the execution of a particular function for a certain period (Tangkilisan, 2003:109).

Mahsun (2006:1) to give the concept of an organization that the organization is often understood as a group of people who get together and work together in a structured manner to achieve certain goals or targets that it has set. Set of merchants, a collection of student, employee collection, a collection of businessmen, even a collection of the unemployed, too, is an organization if they have specific goals and objectives to be achieved. There are three indicators which are generally used as a measure of the extent to which performance of the organization (Bastian, 2001: 335-336) is as follows:

1. Effectiveness is the relationship between inputs and outputs where the use of goods and services purchased by the organization to achieve a certain output.
2. Effectiveness is the relation between output and goal, where effectiveness is measured by how far the level of output, policies, and procedures of the organization achieve its intended purpose.
3. Economical is the relationship between markets and inputs, in which the purchase of goods and services carried out at the desired quality and the best price possible.

Research Methods

Object of Research

The study was conducted in. Dharma Agung Sentosa. The company is one of the Private Owned Enterprises located in Ciracas, East Jakarta engaged in the procurement needs of industrial machinery, spare parts and original manufacturer of genuine equivalent and repair and maintenance of industrial machinery.

Population and Sample

The population is a generalization region consisting of the objects/subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions (Sugiyono,2013). Samples were towing the majority of the population to represent the entire population (Surakhmad, 2010).

The total number of employees as many as 78 people. The number is the total number of employees at the company. The sampling technique is also called the sampling methods saturated. This sampling in the whole

population was included in the sampling.

Results and Discussion

1. Influence Citizenship Behavior and Pressure of Work on Organizational Performance

Based on the results of the analysis show that the value f calculated at 51.086 and significance of 0.00. This value is less than 0.05. This means the variable work pressure and influence organizational citizenship behavior on organizational performance simultaneously. R squared value of 57.7% meaning that the variable pressure of work and organizational citizenship behavior affect the organizational performance of 57.7% while the rest influenced by other variables that are not incorporated into the model equations.

2. Analysis of Effect of Pressure of Work on Organizational Performance

Based on the above analysis it is known that the working pressure coefficient of 0.508. T value of 5.145. The significant value of 0.00. The significance value smaller than 0.05. This means that the variable work pressure affects the performance of an organization partially. R squared value of 0.258. This means that the effect of variable working pressure on the performance of 25.8% and the rest influenced by other variables not included in the model equations.

3. Influence Analysis of Organizational Citizenship Behavior on Organizational Performance

Based on the above analysis it is known that the coefficient of organizational citizenship behavior amounted to 0.623. T value of 7.310. The significant value of 0.00. The significance value smaller than 0.05. This means that organizational citizenship behavior variables affect the performance of an organization partially. R squared value of 0.380. This means that the effect of variable organizational citizenship behavior on organizational performance amounted to 38.0% and the rest influenced by other variables not included in the model equations.

4. Influence Analysis of Organizational Commitment to Organizational Performance

Based on the above analysis it is known that the coefficient of organizational commitment of 0.848. T value of 13.970. The significant value of 0.00. The significance value smaller than 0.05. This means that the organizational commitment variables affect the performance of an organization partially. R squared value of 0.720. This means that the effect of variable organizational citizenship behavior on organizational performance amounted to 72.0% and the rest influenced by other variables not included in the model equations.

5. Analysis of Effect of Working Pressure on Organizational Performance Through Organizational Commitment

Based on the results of the analysis show that the effect of work pressure on the performance of the organization is 0.508. Influence of working pressure on performance through organizational citizenship behavior is $0.630 \times 0.848 = 0.534$. In this case, the indirect effect is greater than the direct effect so that it can be said that the variables of organizational commitment as an intervening variable.

6. Organizational Citizenship Behavior Analysis of Effect on Organizational Performance Through Organizational Commitment

Based on the result analysis show that the direct effect of organizational citizenship behavior on organizational performance is 0.623. While the influence of organizational citizenship behavior on organizational performance through organizational citizenship behavior is working $0.773 \times 0.848 = 0.656$. In this case smaller than the direct influence indirect influence so we can say that the variables of organizational commitment as an intervening variable.

Conclusions and Suggestions

Conclusion

Variable working pressure and influence organizational citizenship behavior on organizational performance simultaneously. F value calculated at 51.086 and significance of 0.00. This value is less than 0.05. R squared value of 57.7% meaning that the variable pressure of work and organizational citizenship behavior affect the organizational performance of 57.7% while the rest influenced by other variables that are not incorporated into the model equations. Variable work pressure affects the performance of an organization partially. T value of 5.145. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.258. This means that the effect of variable

working pressure on the performance of 25.8% and the rest influenced by other variables not included in the model equations.

Organizational citizenship behavior variables affect the performance of an organization partially. T value of 7.310. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.380. This means that the effect of variable organizational citizenship behavior on organizational performance amounted to 38.0% and the rest influenced by other variables not included in the model equations.

Organizational commitment variables affect the performance of an organization partially. T value of 13.970. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.720. This means that the effect of variable organizational citizenship behavior on organizational performance amounted to 72.0% and the rest influenced by other variables not included in the model equations.

Influence of working pressure on the performance of the organization is 0.508. Influence of working pressure on performance through organizational citizenship behavior is $0.630 \times 0.848 = 0.534$. In this case, the indirect effect is greater than the direct effect so that it can be said that the variables of organizational commitment as an intervening variable.

The direct effect of organizational citizenship behavior on organizational performance is 0.623. While the influence of organizational citizenship behavior on organizational performance through organizational citizenship behavior is working $0.773 \times 0.848 = 0.656$. In this case smaller than the direct influence indirect influence so we can say that the variables of organizational commitment as an intervening variable.

Suggestion

Organizational performance needs to be improved by taking into account the pressures of work, organizational citizenship behavior, and organizational commitment. Work pressure caused by an imbalance between the employee personality characteristics with the characteristic aspects of his work and can occur in all working conditions. Pekerjaan pressure that is too large can cause employees to work completed will reduce the quality and quantity. It can be anticipated with regard to psychological factors, physiological and behavioral symptoms caused.

Organizational citizenship behavior also needs to be considered with due regard to attitudes as well as helping attitude, sportsmanship, loyalty, adherence to the organization, individual initiative, citizenship, and personal development. Behavior that is not part of the task that has been formally required for an employee but overall encouraging the effective functioning of the organization need to be developed within the organization.

Organizational commitment also needs to be developed. Organizational commitment is a situation where an employee favoring a particular organization as well as the goals and desires to retain membership in the organization. This attitude needs to be developed by considering the attitude of affective commitment, continuous commitment, and normative commitment.

References

- A.A. Anwar Prabu Mangkunegara. 2014. Manajemen Sumber daya Manusia Perusahaan. PT. Remaja Rosdakarya, Bandung.
- Bastian, Indra. 2001. Akuntansi Sektor Publik di Indonesia. Edisi Pertama. Yogyakarta: BPFE.
- Fred Luthans. 2006. Perilaku Organisasi – Edisi Sepuluh, Penerbit Andi, Yogyakarta.
- Keban, T. Yeremias. 2004. Enam Dimensi Strategis Administrasi Publik, Konsep, Teori dan Isu. Gava Media. Yogyakarta.
- Kreitner dan Kinicki, 2015, Organizational Behavior . 8 th Edition . Boston : McGraw-Hill.
- Krishnan, V.R. 2004. Impact of Transformational Leadership on Followers' Influence Strategies. The Leadership & Organization Development Journal. Vol. 25 No. 1. 58-72.
- Mahsun, Moh., 2006. Pengukuran Kinerja Sektor Publik. BPFE Yogyakarta.
- Moorhead, Gregory dan Ricky W. Griffin. 2013. Perilaku Organisasi. Jakarta: Salemba Empat.
- Nelson, D.L & Quick, J.C. 2006. Organizational Behavior Foundations Realities and Challenges. Thompson South Western. United States of America.



Podsakoff, P.M., Ahearne, M., & McKenzie, S.B. 1997. Organizational Citizenship Behaviour and The Quantity and Quality of Work Group Performance. *Journal of Applied Psychology*, Vol. 82: 262-270.

Robbins P. Stephen and Judge A. Timothy, 2008, *Organisasi Behaviour*, Jakarta: Pearson Education, Inc

Sugiyono. 2013. *Metode Penelitian Manajemen*. Bandung : Alfabeta.

Tangkilisan, Hesel Nogi. 2003. *Implementasi Kebijakan Publik*. Yogyakarta: Lukman Offset YPAPI.

Winarno Surakhmad. 2010. *Pengantar Penelitian Ilmiah Dasar Metode Teknik*. Bandung: Tarsito.