

The Effect of Organizational Commitment and Organizational Identity Strength toward Employee's Performance of Jakarta Fire and Disaster Handling Department

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ABSTRACT : Study office managements very important in Jakarta because along with the development of a dense population and slums area. Performance of Jakarta Fire Department Employee was marked by people had not been maximized yet since in the fire cases always come late. Society always expected the performance of the fire department in carrying out their duties on time. The purpose of this research was to measure and describe the extent to which performance of the Jakarta Fire Department when it was affected by the variable of organizational commitment and strength of organizational identity and organizational citizenship behavior (OCB). The method used in this research was quantitative. Data analysis techniques used was Partial Least Square (PLS). The data were collected by using a research instrument that was distributed to the sample of 353 employee. The results showed that organizational commitment was not significantly influence to organizational citizenship behavior (OCB) and employee performance. While organizational citizenship behavior (OCB) had a significant effect on employee performance. On the other hand, it did significantly influence organizational identity strength on organizational citizenship behavior (OCB), and also significant effect on the employee's performance. The implication of research was organizational citizenship behavior (OCB) to be important in improving employee's performance.

KEYWORDS: Organizational Commitment, Organizational Identity Strength, Organizational Citizenship Behavior (OCB) and Employee's Performance.

I. INTRODUCTION

High level of economic growth and rapid development in the province of Jakarta has made Jakarta has tremendous appeal rather than other areas, so a lot of other area residents who came to Jakarta to become the new workforce. As a result, there is a very complex population density, such as the establishment of buildings at the edge of wild times, social issues to the level of traffic congestion. Amid the complexity of urban problems are always threatening fire hazards at all times. The level of public awareness of the dangers of fire tend to be still low so the potential fires trigger. The statistics data in the Fire Department in period of 2012, there are 953 times of fire cases, an increase over the previous year. This means that on average each day, it is occurred more than two times the case of a fire. To overcome the danger of fire in the capital city of Jakarta, it is necessary for human resources to carry out the performance of the well.

While the performance of fire fighting personnel is currently rated by the community is not maximized yet. Lack of human resources and fleet is thought to be a trigger of Fire Department performance decline [1]. Bacal, Robert [2] states that to implement good performance, it is required good organizational commitment. Commitment is considered important for reinforcement in improving the performance [3]. The emergence impact of an important commitment is positive behaviours outside the formal duties of employees, called organizational citizenship behaviour (OCB). Organizational Citizenship Behaviour (OCB) has the potential to improve the employee performance [4], [5], [6]. Behaviours which is included in OCB is the awareness of employees to maintain cooperation among organizational units, to protect the interests of the organization, provide creative suggestions to improve the organization, increase personal responsibility, increase the knowledge on their own initiative, demonstrate a positive image in the outside environment [7]

Organizational commitment is a strength measure of an organization's identity [8]. With a commitment would improve employee performance [9]. Meyer and Allen [10] found a significant positive relationship between employee commitment and performance. Studies linking organizational commitment, organizational identity, OCB and performance have been carried out by previous investigators, but the results were mixed. There is a mention of organizational commitment affect OCB [11], [12], [13], there is also a mention of the organization's commitment has no effect on OCB [14], [15], [16]. So is the relationship commitment with employee performance. Stating effect [17], [18], [19] whereas no effect, [20], [21] distinction results in the background to examine in Jakarta Fire Department. The purpose of this research was to quantify and explain the effect of direct and indirect relationships between variables, such as commitment, organizational identity, Organization Citizen Behaviour and performance of employees.

II. REVIEW OF RELATED LITERATURE

2.1. Organizational commitment

Organizational commitment is a force that can stabilize the behaviour of the organization employee from the gap between expectations and reality. This definition is based on the argument that many employees are not satisfied with the work, but they retain their job and did not move to another organization. This view is also criticized the limitations of transactional perspective based motivation theory in explaining the consistency and stability of behaviour direction because of the perspective of transactional behaviour, individuals will find other alternatives, as is expected of the organization are not met [22]. Based on the diversity of organizational conceptions commitment, the organizational commitment construct called multidimensional. This view is reflected the opinion of Allen and Meyer [23] who are classify organizational commitment in three dimensions: affective commitment, continuance commitment and normative commitment. Ackfeldt & Coote [24] suggest that the commitment will be in accordance with the goals and values of the organization, responsible, working over the target and sought to work to benefit the organization. Mowday et al [25] explained that organizational commitment as the strength of individual identity in favour of organizations with mutual trust, understanding the organization's goals and values, and a strong desire to achieve organizational goals.

2.2. Organizational identity strength.

Organizational identity is a set of beliefs about what is core, strong binding and discriminating about the organization [26], [27]. Organizational identity strength has a strategic role, which is not only the legitimacy of the existence of an organization, but also a kind of "lens" used to evaluate the "audience" or members of the organization so that the development of the information received into clear and plausible (make sense), and to conduct in-depth and detailed exploration of the foundations of considerations in decision-making so as to meet the expectations of the parties concerned in the organization, both for and are less supportive of the organization [28]

2.3. Organization Citizen Behaviour (OCB)

The researchers of organizational behaviour identified five dimensions that build OCB construct, such as: altruism, courtesy, conscientiousness, sportsmanship, and civic virtue (29). Cole, [30] explained that the willingness of employees to support the organization's goals because of the employee identity. According to Scholl [31] identity is a fundamental aspect of employee affective commitment to the organization, which reflects the employee's psychological organization. Previous empirical studies, has shown how the relationship with OCB organizational commitment, among others which are reflected in some researches, such as Noor [32] Carson, et al [33], Gautam, et al. [34], Turnipseed [35], Alotaibi [36], and Smith [37].

2.4. Employee performance.

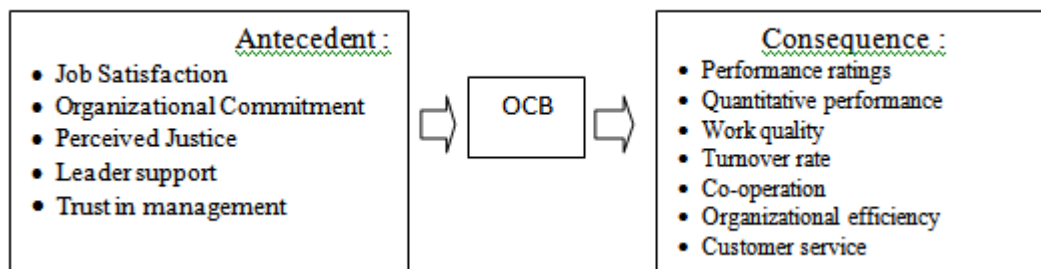
Whitmore [38] defines performance as a deed, a performance, a public exhibition of skill. While Wibowo [39] gives the meaning as the performance level of achievement on the implementation of specific tasks. While Gibson et al. [40] stating that the employee's performance is the result of work accomplished by a person in connection with his position in the organization. Bernardin and Russel [41] were making the definition of performance by stating as follows: "performance is the record of outcomes produced on specified job function or activity during a specified time". From the definition, there are three things, such as: (1) personnel activities, (2) product (work), (3) time (length of service).

2.5. Organizational Commitment, Organizational Identity, OCB and Employee Performance Relations.

Research that examines the relationship between OCB performances conducted by several researchers, such as: [42], [43], [44], [45], [46] and [47]. The study examined the relationship between organizational identity strength and performance done by [48], [49].

The study examined the relationship between the strength of an organization's identity and OCB performed by Moghadam [50]; Kirchner [51] and Allameh [52], whereas the research which are examining the relationship between organizational identity strength and commitment accomplished by Meyer [53]; Cole & Bruch [54]; GL Forward [55]; Riketta [56]. Employee commitment and organizational identity will foster social behaviour (OCB) has the potential to provide significant benefits to organizations that improve the performance of employees in the organization. Swaen and Maignan [57] developed a model of antecedents and consequences of OCB as presented in the Image 2. 1.

Picture 1. Antecedent and OCB Consequence



III. RESEARCH METHOD

3.1. Research Design.

This research was using a quantitative approach, the approach used to study the population or a particular sample, data collection using research instruments, quantitative data analysis / statistics, in order to test the hypotheses that have been set. Quantitative research was deductive approach, which was used to answer the research question the concept or theory that could be formulated hypotheses. The hypothesis was then tested through field data collection based on the principle of empirical rational.

3.2. Population and Sample.

The unit of analysis (population) used in this research were employees in the Office of Jakarta Fire Department, by using a sampling technique stratified random sample (stratified random sampling). Sample stratification was based on different hierarchical positions, differences in the types of tasks, scope of authority and responsibilities attached to the position referred to the appropriate level. Population of 3144 and a sample were obtained by using the formula of Slovin obtained of 355 samples.

3.3. Data collection methods.

The process of collecting primary and secondary data was obtained by using three different data collection techniques, such as:

- a. Interviews, it was conducted to the Service employee of Jakarta Fire Department designated as responders to obtain information in order to expand the horizon of the object of study, identify problems, and to confirm the results of the analysis or discussion;
- b. Survey, through the deployment of list of structured and administered statements / questions covered to the respondent in writing to obtain a response from them, especially with regard to the construct of the study, and the data obtained are intervals.

3.4. Data Analysis Techniques.

Before the research instruments were deployed, there was try out to be done first (trial) of the 30 respondents in order to check the reliability and validity, the results of the research instrument are qualified to be proceed. For an analysis of the data obtained in the field of research, the technique used in this study was Partial Lease Square (PLS), where the process was using the *Smart PLS*

IV. RESEARCH RESULT

4. 1. Respondent Deskription

In this chapter, it was containing an overview of the respondent's description of factors ranging from gender, age of the respondents, the level of general education, rank and work experience, everything which were summarized and presented in the following table.

Table 1. Respondent Description

	Description	Amount	Percent
	Sex		
1.	Male	339	100 %
2.	Female	16	-
	Amount	355	100%
	Respondent Age		
1.	< 35 Years	249	70,14
2.	36 – 40 years	26	7,32
3	41 - 45 years	37	10,42
4	46 -50 years	27	7,61
5	More than 50 years	16	4,51
	Amount	355	100%
	Education Level		
1.	SLTA (Senior High School)	284	80,00
2.	D3 (Diploma)	4	1,13
3	S1 (Bachelor)	59	16,62
4	S2 (Master)	8	2,25
	Amount	355	100%
	Rank		
1.	Fourth Level)	3	0,85
2.	Third Level)	86	24,23
3	Second Level)	250	73,24
4	First Level)	6	1,68
	Amount	355	100%
	Respondent Experiences		
1.	< 5 years	31	8,73
2.	6 - 15 years	248	69,86
3	16 - 25 years	53	14,93
4	26-29 years	18	5,07
5	>30 years	5	1,41
	Amount	355	100%

Based on Table 1, it could be explained that the gender of respondents were dominated by men. This indicated that the characteristics of jobs in Fire Department required strong physical and the male gender was perfect in this work. A heavy task in tackling the fire in the city, beside of having physical strength, it was also needed a young age employees. The age factor in the current Fire-fighters was generally dominated by aged less than 35 years (249 people). This age was age of a productive and energetic so as to support the implementation of a daunting task. In addition to the relatively young age were necessary, Fire Department employees who require extensive intended to support the implementation of the operations. The highest officials experience in the administration was dominated by Fire-fighters employee tenure of 6-15 years totalled 248 people. The level of education was generally dominated by the education level of high school (284 people).

4.2. Hypothesis Test.

Causality test is a test process against the weight of each indicator are analyzed. Here are presented the results of the test path coefficients between the study variables as listed in the table below:

Table2.
PathCoefficientBetweenVariables

Variable	Original Sample	Sample Mean	Std.Dev. /Std.Error	T-Statistics	p-value	Sig/NonSig.
KO->OCB	0,129590	0,159301	0,130225	0,995126	0,160	NonSig.
KO->KP	0,059572	0,076524	0,099264	0,600138	0,274	NonSig.
KIO->OCB	0,527429	0,527809	0,113681	4,639547	0,000	Significant
KIO->KP	0,531290	0,505560	0,114769	4,629221	0,000	Significant
OCB->KP	0,321786	0,328561	0,100559	3,199984	0,000	Significant

1 . The first hypothesis (H1): "The Organizational commitment higher capable of increase OCB ". The analysis showed that the path coefficient value of 0.130 and a significant level (p-value) of 0.16 (> 0.05). This means that no significant effect of Organizational Commitment on OCB , so the hypothesis is rejected .

2 . Hypothesis two (H2) : "The Organizational Commitment higher the increasingly able to improve employee performance "The analysis showed that the value of the coefficient pathways of 0.060 and significant level (p-value) of 0.27 (> 0.05). It is means Organizational Commitment effect that is not significant to Employee Performance , so the hypothesis is rejected

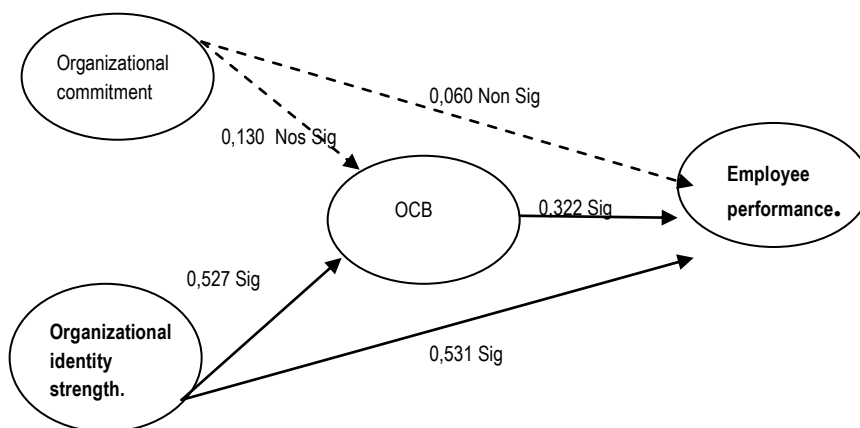
3 . Hypothesis three (H3) : " The Organizational Identity Strength higher, the better OCB ". The analysis showed that the value of the path coefficient 0.527 and significant level (p - value) of 0.00 (< 0.05). This means that effect Organizational Identity Strength significant on OCB , which is constructed so that the hypothesis is accepted.

4 . Hypothesis four (H4) : " The Organizational Identity Strength higher, then the Employee Performance higher " The analysis showed that the path coefficient value of 0.531 and a significant level (p - value) of 0.00 (< 0.05) . This means that the effect Organizational Identity Strength significant on Employee Performance , so the hypothesis is constructed received .

5 . Fifth hypothesis (H5) : " The OCB more high anyway Employee Performance " The analysis showed that the path coefficient value of 0.322 and a significant level (p value) of 0.00 (< 0.05) This means that OCB effect significant on employee performance , so the hypothesis is accepted . Thus , the increase in Employee Performance able to do along with the Organizational Identity Strength high through OCB .

The results of the data analysis in this research were presented in the figure below models:

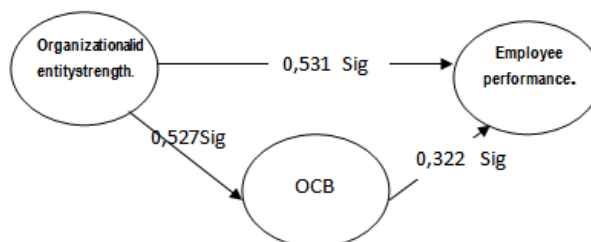
Picture 2. Analysis Result



4.3. Trimming theory

The hypotheses five were proposed and tested, there are two hypotheses are not significant and can be removed so that a 3 hypotheses were significant, namely: The influence Organizational Identity Strength on OCB; The influence Strength. Organizational Identity on employee performance; as well as the influence OCB on Employee Performance. The Trimming following results are presented in Figure 2

Figure.3. Trimming Line Diagram Results



IV. ANALYSIS AND DISCUSSION

1. The Influence Organizational Commitment on OCB

The results of this study indicate that organizational commitment has no effect on OCB at the Jakarta Department Tackling. With the average value (mean) of 3.21, indicating that many members of the Jakarta Office Tackling who have high organizational commitment or those who already have committed but have not been able to make an impact on the behavior of OCB. Therefore these results are not the same as hypothesis that has been built that is "organizational commitment higher, then the better the OCB. The results of this study also did not support the results of previous studies such as Ackfeldt & Coote (2000); Meyer et al. (2002); Chen and Francesco (2003); Carmeli & Freund (2004); Gautam et al. (2005); Begum (2005); Kim (2006); Paulin et al. (2006); Foote et al. (2008), Noor (2009); Bakhshi et al. (2011), which states that the Organizational Commitment is very important. With the commitment of the organization will form OCB.

2. Influence Organizational Commitment on Employee Performance.

The results of this study indicate that organizational commitment does not significantly affect the performance of employees Tackling Jakarta. the organizational commitment higher, the higher the employee's performance.

Commitment organizational behavior is a feeling and workers on the overall work of the organization and organizational commitment is the relative strength of the identification of the individual and his involvement with the organization.

3. Influence Organizational Identity Strength on OCB

Some researchers revealed research findings that affect organizational identity strength of OCB, including Kirchner (2010); Moghadam & Tehrani (2011); Allameh et al. (2012). The role of organizational identity strength, especially in Jakarta Office Tackling the successful implementation must hold a public performance to the city so that people are not apathetic to the labor officer in an attempt to extinguish the fire in the event of fire. The results showed that the organizational identity strength significantly influence OCB. These results support the hypothesis that has been built in this research that organizational identity strength higher the better the OCB. In addition, the results of this study support the results of previous research conducted by Kirchner (2010); Moghadam & Tehrani (2011); Allameh et al (2012). Referred to as organizational identity strength is how strong self-identity of an organization, so that can be a differentiator from other organizations and also to how strong organizational identity can influence behavior that is willing to play more (extra role) and also on the performance of its members.

4. Influence Organizational Identity Strength on Employee Performance

Results of previous studies stating that there is a positive and significant effect between organizational identity with employee performance including Foreman & Whetten (1985); Black (2005); Voss et al. (2006). Thus, based on the results of previous studies that established the hypothesis is "The higher the organizational identity strength, the higher the employee performance". Having held hypothesis testing, organizational identity strength turned out to have a significant effect on employee performance. From these results, the hypothesis was accepted. Beside that organizational identity strength also have a significant effect on OCB. Thus OCB cannot be called as a variable mediating the relationship between organizational identity strength with employee performance. The results of this study also supports previous research conducted by Foreman & Whetten (2002); Black (2005); Voss et al. (2006).

5. Influence OCB on employee performance.

The results showed that significantly the influence of OCB on employee performance Tackling Jakarta. Some previous researchers mentioned that OCB can improve employee performance with both of them: Podsakoff et al. (2000); Jahangir et al. (2004); Erturk (2007); Jung & Hong (2008); Bagheri et al. (2011). Based on the results of the previous study, the hypothesis that has been built: "The better the OCB higher the employee performance", thus the results of this study together or received. The results of this study also supports previous research results include: Podsakoff et al. (2000); Jahangir et al. (2004); Erturk (2007); Jung & Hong (2008).

V. CONCLUSION

Based on the analysis of data in this study indicate that organizational commitment shown to have no effect on OCB and employee performance. This can happen because the composition of the Service employee Tackling Jakarta there are some members who recruit new (tenure < 5 years), there are also employees who work experiences less than 15 years, who has not established organizational commitment, especially continuous dimensions (continuance). In addition, there are some members of the retirement (< 3 years into retirement),

the organizational commitment, particularly affective dimension has begun to fade and less stable again because it concentrates the retirement, the employee realized that the income received will be reduced significantly when retirement. In addition to the educational aspect of most respondents also dominated by the high school with Rank Group II, which are believed to influence the perception of the respondents who have not been good relative to organizational commitment.

Research results also showed that the organizational identity strength affects both the OCB and employee performance. Tackling Bureau staff Jakarta generally perceive that organizational identity, which, among other a symbol, motto organization "Abstinence home before dying though lives stakes". The results also showed that OCB significant effect on employee performance. This indicates that in general employees have applied to all dimensions of OCB both directly related to the organization (OCB-O) and indirectly associated with the organization (OCB-I) to support its performance. They understand that as a firefighter needs to develop and implement the OCB, because it is very important and also can improve the performance of the employees, which in turn can improve the performance of the group and organizational performance.

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