

## **An Integrative Model of Competence and Comfort Factors, Affective Commitment and Organizational Citizenship Behavior of Outsourced Employees at PT. X**

**Cecillia Christy Pranoto**

International Business Management Program, Petra Christian University

Jl. Siwalankerto 121-131, Surabaya

E-mail: cecilliachristyp@gmail.com

### **ABSTRACT**

Many companies nowadays, including PT. X, is experiencing an ongoing dilemma in choosing whether or not it should do outsourcing strategy. Beside ensuring experience count and providing cost control flexibility, outsourcing strategy is bringing other consideration which is the performance of outsourced employees that probably are still in questions. Therefore, research is created to identify which elements of competence and comfort factors that actually impact the outsourced employees' organizational citizenship behavior in order to give meaningful suggestions and recommendations for PT. X to effectively do outsourcing strategy and still maintain its outsourced employees' organizational citizenship behavior.

This research is conducted in PT. X's head office in Surabaya by distributing questionnaires to 139 outsourced employees. The data will be analyzed by using hierarchical multiple linear regressions analysis. The result indicates that all of the sixteen elements of competence and comfort factors simultaneously influence organizational citizenship behavior and affective commitment. Additionally, there seems to be full mediation process of affective commitment between the relationship of skill variety, task identity, transactional leadership, satisfaction with openness and organizational citizenship behavior due to similar perspective between affective commitment and organizational citizenship behavior.

**Keywords:** Comfort Factors, Competence Factor, Affective Commitment, Organizational Citizenship Behavior.

### **ABSTRAK**

*Banyak perusahaan saat ini, termasuk PT. X, sedang mengalami dilemma untuk melakukan strategi outsourcing atau tidak. Selain memastikan karyawan memiliki pengalaman kerja dan memberikan fleksibilitas control biaya, strategi outsourcing juga membawa pertimbangan lain yakni kinerja karyawan kontrak yang mungkin masih dapat dipertanyakan. Oleh karena itu, penelitian ini dibuat untuk mengidentifikasi elemen-elemen faktor kompetensi dan kenyamanan mana yang benar-benar mempengaruhi organizational citizenship behavior karyawan kontrak di PT. X untuk selanjutnya dapat memberikan saran dan rekomendasi yang berarti bagi PT. X untuk secara efektif melakukan strategi outsourcing dan juga mempertahankan organizational citizenship behavior dari karyawan kontrak.*

*Penelitian ini dilakukan di Kantor pusat PT. X di Surabaya dengan membagikan kuesioner ke 139 karyawan kontrak. Data tersebut selanjutnya akan dianalisa dengan menggunakan analisis regresi linear bertingkat. Hasil penelitian menunjukkan bahwa semua elemen secara bersamaan mempengaruhi organizational citizenship behavior dan komitmen afektif. Selain itu, ditemukan adanya proses mediasi penuh secara maya melalui komitmen afektif dalam hubungan antara keterampilan, identitas tugas, kepemimpinan transaksional, kepuasan dengan keterbukaan dan organizational citizenship behavior karena persamaan persepsi pada komitmen afektif dan organizational citizenship behavior.*

**Kata Kunci:** Faktor Kompetensi, Kenyamanan, Komitmen Afektif, Organizational Citizenship Behavior

## INTRODUCTION

Most companies nowadays, small and big, believe that in order to survive in business competition, they should be as effective and efficient as possible. One of the ways to do so is doing outsourcing strategy (Bartlett, 2004). Currently, outsourced employees offered by certain qualified providers hold not only administrative skills but also expertise in information technology (IT), graphic design and many more. Previous research that has been focused on successful implementation of outsourcing strategy found out that outsourcing strategy can help cutting costs, improving quality, etc (Koszevska, 2004). However, other research considered outsourcing strategy as potential business risks because outsourced employees which are being provided by chosen providers may have low sense of belonging or in other words, may be less engaged to the company (Manpower Inc., 2006).

Should we outsource too? This question becomes dilemmatic if outsourced employees are less engaged because by nature, every company wants and encourages their employees to give an extra mile. Furthermore, since outsourced employees are considered to be potentially less engaged to the company, the question now is not just whether or not we should outsource but it goes even deeper to the next question: can we make outsourced employees perform beyond their job description or beyond what is expected from them to be done?

The employees' performance that goes beyond their expected responsibilities or job description is what so called organizational citizenship behavior (Zhang, 2011). Prior research found out that there are sixteen elements that can influence employees' organizational citizenship behavior through affective and normative commitment as the mediators (Drenth, 2009). Those elements are being developed by referring to the prior research done by Allen and Meyer (1990) about competence and comfort factor. Allen and Meyer (1990) stated that "comfort variables are organizational dependability, management receptiveness, equity, peer cohesion, role clarity and goal clarity. Competence variables would be enhanced most by job challenge, goal difficulty, personal importance, feedback and participation". Referring to that research, Drenth (2009) then developed sixteen elements as the classification of both competence and comfort factor. Competence factor includes six elements which are skill variety, task identity, task significance, autonomy, feedback, and growth need strength. In addition, comfort factor includes ten elements which are perceived organizational support, transactional and transformational leadership, role clarity, role conflict, satisfaction with communication, openness, work-life balance, co-workers, and last but not least, reward and recognition.

PT. X as one of the most successful companies in the cigarette industry is also having the same dilemma as many companies are having these days. Currently, the number of outsourced employees in PT. X is growing. The total number of outsourced employees in one of its divisions is increasing from last year which is 45% to 61% per January

31<sup>st</sup>, 2015, whereas the number of fix employees (permanent employees) is decreasing from last year which is 55% to 39% per January 31<sup>st</sup>, 2015. In addition, those outsourced employees are handling difficult tasks such as analyzing monthly and yearly data, making IT based program and many more. The considerations of using outsourcing strategy are countable expertise and qualification and flexible cost control. However, they seem to be less performing and less engaged to the company. Having observed the potential problems occurring in the future as well as the advantages of doing outsourcing strategy, it is in question whether or not there are ways to improve outsourced employees' organizational citizenship behavior and commitment in PT.X. Based on prior research done by Drenth back in year 2009, the author will try to find both direct influence of elements of competence and comfort factor toward outsourced employees' organizational citizenship behavior and indirect influence which will be mediated by the affective commitment.

## LITERATURE REVIEW

In this research, there are going to be three underlying theories that can be used as bases in knowing both direct and indirect impact of competence and comfort factors toward outsourced employees' organizational citizenship behavior through affective commitment as the mediator.

### Theory of Competence and Comfort Factors

Competence and comfort factors are being derived from the research done by Drenth (2009) which is referring to the prior research from Allen and Meyer back in year 1990. Allen and Meyer (1990) stated that comfort factors are things that can satisfy employees' needs to feel comfortable with their relationship with organization whereas the competence factors are things that can satisfy employees' needs to feel competent in the work-role. Further, they found out that comfort factors will be enhanced most by organizational dependability, management receptiveness, equity, peer cohesion, role clarity and goal clarity. Additionally, competence factors can increase where there is an increase in job challenge, goal difficulty, personal importance, feedback and participation.

Drenth (2009) said that the two categories, namely competence and comfort factors, are more or less the same with Herzberg's Motivator-Hygiene Theory which was developed prior in year 1966. He found out that comfort factors are having similarities with hygiene factors because both factors categorized things related with the work environment or things other than the nature of the job itself (job context) such as management receptiveness, role clarity, goal clarity, supervision, salary, etc. into the same category. In addition, competence factors are having similarities with motivators because both theories combined things related with the nature of the job (job content) such as job challenge, goal difficulty, achievement and advancement into the one category, which is separated from job context.

Specifically, Drenth (2009) examined six elements of competence factor (skill variety, task identity, task significance, autonomy, feedback, and growth need strength) by combining theories developed by Hackman and Oldham (1974) which are theory of five dimensions of satisfaction's predictors called job dimensions and growth need strength. Additionally, he examined ten elements of comfort factor (perceived organizational support, transactional leadership, transformational leadership, role clarity, role conflict, satisfaction with communication, openness, work-life balance, co-workers, reward and recognition) which are related to employees' feeling of acceptance or freedom, adopted from Meyer et al. (2002), and also things that are related to employees' job satisfaction, adopted from Smith (1992).

### **Theory of Organizational Commitment**

Organizational commitment holds an important role in the business management especially to the study of employee's behavior in an organization. Bateman and Strasser (1984) came up with the definition of organizational commitment which is employee's loyalty to organization, willingness to give extra effort and congruency to the company and desire to work for the company for a long period of time. They also stated that the reasons why a company should study deeper about organizational commitment are because it is related to "(a) employee behaviors and performance effectiveness, (b) attitudinal, affective, and cognitive constructs such as job satisfaction, (c) characteristics of the employee's job and role, such as responsibility and (d) personal characteristics of the employee such as age, job tenure".

Also, it is found out that organizational commitment is important because it has high relation towards employee's attitude and behavior (Porter, Dubin, & Mowday, 1973). Furthermore, prior research stated that there are three major aspects of organizational commitment which are "strong belief in and acceptance of organizational goals, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership" (Porter, Steers, Mowday, & Boulian, 1974).

There are many theories related to organizational commitment and one of the most widely used theory is the theory of three components model of organizational commitment developed by Allen and Meyer (1990). They conducted study by distinguishing components of organizational commitment which are reflected in employee's desire named affective commitment, employee's need named continuance commitment and employee's obligation named normative commitment. Meyer, Allen and Smith (1993) said that the three components of organizational commitment are a psychological state "that either characterizes the employee's relationship with the organization or has the implications to affect whether the employee will continue with the organization".

Basically, affective commitment is the commitment that occurs because the employee simply wants to be

committed to the company. The continuance commitment is the commitment occurred because the employee thinks that the disadvantages of leaving the company may be greater than the advantages he or she might get in the new company. Last but not least, the normative commitment is the commitment that occurs because the employee has sense of obligation to the company, even if he or she may not like his or her role, job and responsibilities.

In a more recent researches, it is found out that affective commitment is a significant component in relationship commitment building (Roxenhall & Andresen, 2012) and is able to predict overall organizational commitment better than other components of organizational commitment (Kaptijn, 2009). Therefore, this research will only focus on affective commitment.

Affective commitment may occur when employee feels or experiences any emotional attachment toward the organization, company or work that he or she does. In other words, as stated previously, it is when employee works because they have the desire or willingness to do the given tasks or responsibilities and genuinely want to work in certain organization or company. It is proven by its definition as employee's emotional attachment, identification and involvement toward the company (O'Reilly III & Chatman, 1986). Furthermore, it is being characterized by three main factors which are "(a) belief in and acceptance of the organization's goals and values, (b) a willingness to focus effort on helping the organization achieve its goals, and (c) a desire to maintain organizational membership" (Porter, Steers, Mowday, & Boulian, 1974).

Mowday, Steers and Porter (1979) also stated that affective commitment is "when the employee identifies with a particular organization and its goals in order to maintain membership to facilitate the goal".

### **Theory of Organizational Citizenship Behavior**

The concept of organizational citizenship behavior is originally being developed by Dennis Organ (1988). He stated that "organizational citizenship behavior represents individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization". By the definition, it can be concluded that organizational citizenship behavior is being acknowledged as a constructive behavior, stated as "voluntarily or spontaneous contributions", other than the expected job description which can be done by helping peers or subordinates to learn or complete the given tasks, assisting co-workers with their responsibilities or jobs, volunteering to do things that will bring benefit to the organization or company and moreover, orienting new employed workers. In other words, organizational citizenship behavior will be manifested in the way the employees are willing to give extra efforts which can be in a form of time, money, energy and etc. and are provisioned for the sake of accomplishing company's goal or objective.

In addition, Podsakoff et al. (2009) stated that organizational citizenship behavior is getting more and more important because it is proven to bring benefits for

organization or company such as increasing productivity, efficiency and customer satisfaction, and reducing costs and rates of turnover and absenteeism. Therefore, organizations or companies nowadays are being forced to encourage or improve its service toward its employees because by doing so, they will enhance the organizational citizenship behavior at the same time. In promoting the organizational citizenship behavior, there are three main things that should be considered which are: discrimination, organizational justice and habituation (Zhang, 2011). According to Zhang (2011), discrimination refers to implicit gendered expectation (man and woman), organizational justice refers to perceived unfairness among certain clusters of employees and habituation refers to citizenship pressure (organizational citizenship behavior is no longer considered as spontaneous and voluntarily actions but it is considered as employer's expectation toward employee. All of those three cautions may give negative impact toward organizational citizenship behavior especially because it may increase counterproductive behavior or employees' stress level.

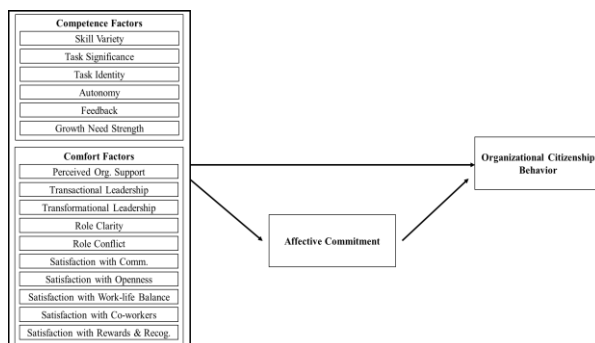


Figure 1. Relationship between Concepts

### Relationship between Concepts

To explain the relationship between theories, according to Drenth (2009), when skill variety, task significance, task identity, autonomy, feedback, growth need strength, perceived organizational support, transformational leadership, role clarity, satisfaction with communication, openness, work-life balance, co-workers and rewards and recognition are increasing as well as when transactional leadership and role conflict can be minimized, the organizational citizenship behavior of an employee will be increased too (directly). Additionally, those can also influence the commitment of an employee first before in the end, it will stimulate the organizational citizenship behavior because they may feel attach to the company and then, will be more willing to give their extra miles. Hence, based on prior researches and theories, this research will examine both direct and indirect impact of elements inside competence and comfort factor toward outsourced employees' organizational citizenship behavior through the mediation process of affective commitment. The hypotheses of this research are:

H<sub>1</sub> : Elements of competence and comfort factors simultaneously have significant influence toward organizational citizenship behavior.

H<sub>2</sub> : Elements of competence and comfort factors individually have significant influence toward organizational citizenship behavior.

H<sub>3</sub> : Affective commitment mediates the relationship between elements of competence and comfort factors and organizational citizenship behavior.

## RESEARCH METHOD

The causal-explanatory study or correlational study will be used in this research to study the direct and indirect impact of sixteen elements of competence factor and comfort factor toward organizational citizenship behavior of outsourced employees in PT. X through affective commitment as the mediator. Elements of competence and comfort factor will be described as the independent variable (the causes of outcome of the study), affective commitment will be described as the intervening variable (the carrier of inferred effects of the independent variables on the observed phenomenon or event) and organizational citizenship behavior will be described as the dependent variable (the outcome of the study).

The explanation of the relationship between independent and dependent variables with and without the intervening variable is being done by testing the hypotheses developed based on previous researches. Looking at the purpose of the study which is causal, the author will use quantitative research to test theories and prior researches. According to Cooper and Schindler (2013), quantitative research is a research that usually measure consumer behavior, knowledge, opinions, or attitudes and is often used for theory testing. This research result later on will be used to generalize the concepts and to investigate causal relationships through both nominal and interval data.

According to Cooper and Schindler (2013), nominal data is data that is "mutually exclusive and collectively exhaustive but has no order, distance and natural origin such as gender (male and female)", whereas ratio data is data that is "mutually exclusive and collectively exhaustive and has order, distance, as well as the natural origin" such as age in years. This research will group all of the screening questions into nominal data. The questions for the nominal data will be conducted in a form of multiple choices and thus, the question number only acts as a symbol or code in which it has no other meaning. Screening questions include questions related with respondent's gender, age category, educational level, job department, and group of working period length. Additionally, all of the assessments of variables' indicators will be grouped into the interval data. This is because the question for the interval data will be conducted in five-point scales (arithmetical operations are being used for the next analysis process) and thus, there is a clear distance between measurement scales (strongly agree is having higher level than agree, and so on).

Data gathered will be from both primary (questionnaires spread) and secondary source (books, articles, journals, etc.). In collecting data for questionnaires, this research will adopt the unrestricted probability sampling

method, known as simple random sampling. By using simple random sampling technique, it means, everyone in the population (outsourced employees) has an equal chance of being selected as the sample subject. Moreover, this research will focus on Head Office of PT. X that is located in Surabaya which is having approximately 200 high skilled outsourced employees. Thus, according to sample size formula developed by Slovin (1960), the ideal number of respondents that should be gathered is minimum 133 respondents.

Before analyzing the data gathered from the questionnaires, the author has to first make sure that the measurements are valid, reliable and free from outliers in order to draw conclusion or to justify the result of the research (Cooper & Schindler, 2013; Ghozali, 2013). First of all, the validity. The validity can be measured by comparing the value of  $r$  from the questionnaire data ( $r$ -data) for each indicator of a particular variable with the value of  $r$  available in the table ( $r$ -table) (Ghozali, 2013). The  $r$ -data can be seen in the "Corrected Item-Total Correlation" column in the statistical output of Cronbach's Alpha. In addition, the  $r$ -table is the  $r$  value from the 2-tailed  $r$  table with the degree of freedom of  $n - 2$ , with number of sample as the  $n$ . A data can be said as valid when its  $r$ -data is higher than the  $r$ -table.

Secondly, the reliability test. Reliability test is being conducted to measure whether or not the instrument of measurement tool is free from bias or error; thus, it ensures consistent measurement across time and across various items in the instrument. In this research, the author will conduct the reliability test based on internal consistency which can be done by seeing the Cronbach's Alpha. The data will be considered as valid when the Cronbach's Alpha of the variable, as the measuring instrument, is higher than 0.6, or, the higher the better when it is closer to one (1.0) (Sufren & Natanael, 2014).

Last but not least, the exemption from outliers. According to Ghozali (2013), outliers are "cases or data that has characterized unique value which is far different with the other observations" (page 41). Outliers usually appears in an extreme value in both single and combined variable. In order to know whether or not there are outliers in the data, the author will convert the data value into standardized score ( $z$ -score). The  $z$ -score will have means of zero (0) and standard deviation of one (1). Ghozali (2013) said that for small sample size (below 80), outliers can be identified when the standardized score (ZQRT of selected data) is  $\geq 2.5$ . Additionally, for big sample size (above 80), outliers can be identified when the standardized score (ZQRT of selected data) falls between 3 and 4. Thus, since the research will have more than 80 sample size, then the decision rule is to exempt data which is having standardized score (ZQRT of selected data) of 3 to 4.

Beside validity, reliability and outliers test, there are things that should be considered or followed before a multiple linear regression can be done, known as classic assumption tests. First of all, the normality test. Cooper and Schindler (2013) said that normality test is being conducted to examine whether or not the residuals in a regression

model is normally distributed. When normality test is being violated, it means that the statistical test is not valid or in other words, the number of sample maybe too small, thus, it may need bigger sample. Furthermore, if the data shows the characteristics of normality, it can be used for further statistical analysis such as multiple linear regression. In order to examine whether or not there is normality, the author will examine the unstandardized residuals of the regression result using non-parametric statistical analysis called One Sample Kolmogorov-Smirnov test. The data is said to be normally distributed when Asymp. Sig. (2-tailed) value is  $> \alpha$  (0.05).

Secondly, the autocorrelation test. Ghozali (2013) said that autocorrelation test is being conducted to examine whether or not there is a correlation between the residual of a certain period with the residual of its prior or preceding period. If there is a correlation between residuals, then the autocorrelation is said to be occur. If time does contribute the correlation between residuals, it means that the observed data used is not reliable because it is being taken only at a certain period of time. Thus, for multiple linear regression analysis, the data should not have autocorrelation to be reliable (Ghozali, 2013). In order to examine the autocorrelation, the author will examine the significance value of the unstandardized residual using Run test. The residuals are said to be random or there is no correlation among the residuals when the significance value of the unstandardized residual is higher than the significance level of 0.05.

Thirdly, the multicollinearity test. Multicollinearity test is being conducted to determine whether or not there is correlation between independent variables inside the regression model (Ghozali, 2013). When the independent variables are highly correlated with each other, this means the data is not reliable and should not be used for further statistical analysis. Thus, a good model of multiple linear regression should not have multicollinearity. The way to measure the multicollinearity is by seeing both values of tolerance and variance inflation factor (VIF) or seeing the coefficient correlations between independent variables. The independent variables are said to have no multicollinearity when the tolerance value falls above 0.10 and the VIF value is equal or lower than 10.

Last but not least, the heteroscedasticity test. Heteroscedasticity test is a test conducted in order to examine whether or not the variance of errors (residuals) differ across different observations or different values of independent variables (Sufren & Natanael, 2014). A good regression model should not have heteroscedasticity in its residuals, or should be homoscedastic. In this research, the author will examine the heteroscedasticity using Park test. According to Ghozali (2013), Park test can be run by regressing the independent variables to the logarithm value of unstandardized residuals. The data is said to be homoscedastic or does not have heteroscedasticity when the significance value is more than 0.05.

After all of the classic assumption tests are passed, the data will be analyzed further using hierarchical multiple linear regression to test both direct and indirect influence of

elements of competence and comfort factors toward organizational citizenship behavior through affective commitment. The accuracy of a regression model can be measured based on its goodness of fit, in which statistically measured through coefficient of determination, F-test, and t-test (Ghozali, 2013). The higher adjusted R square value indicates the better explanatory power of independent variables toward the dependent variable variance, thus it provides better estimation of the total population (Pallant, 2013).

F-test is conducted to examine the simultaneous effect of the independent variable toward the dependent variable. This research used 5% of significance level. The decision rule of hypothesis testing can be done by comparing the significance F to the significance level or by comparing F value to F table. Hence, if the significance F is lower than significance level or the F value is greater than F table,  $H_0$  is rejected, means that the independent variable simultaneously affect the dependent variable.

T-test is conducted to determine the relationship of independent variables and dependent variable individually (Ghozali, 2013). This research used 5% of significance level. The decision rule of hypothesis testing can be done by comparing the significance T to the significance level or by comparing T value to T table. Hence, if the significance T is lower than significance level or the T value is greater than T table,  $H_0$  is rejected, means that the independent variable individually affect the dependent variable.

By adopting the hierarchical multiple linear regression method done by Ciptono, Ibrahim and Sulaiman (2010), the author will run hierarchical multiple linear regression by first regressing the independent to dependent variables, second, regressing independent to intervening variable and lastly, regressing independent added with intervening variable to dependent variable. Thus, the model of multiple regressions that will be used in this research are as the following:

1. Independent variables (IV) to dependent variable (DV)  

$$Y_{dv} = \beta_0 + \beta_1 X_{iv1} + \beta_2 X_{iv2} + \dots + \beta_{16} X_{iv16} + \varepsilon$$
2. Independent variables (IV) to intervening variable (MV)  

$$Y_{mv} = \beta_0 + \beta_1 X_{iv1} + \beta_2 X_{iv2} + \dots + \beta_{16} X_{iv16} + \varepsilon$$
3. Independent (IV) and intervening variable (MV) to dependent variable (DV)  

$$Y_{dv} = \beta_0 + \beta_1 X_{iv1} + \beta_2 X_{iv2} + \dots + \beta_{16} X_{iv16} + \beta_{17} X_{mv} + \varepsilon$$

Based on the above models of hierarchical multiple linear regression, there will be several conditions that may happen (Ciptono, Ibrahim & Sulaiman, 2010):

**Table 1. Summary of Hierarchical MLR Possible Results**

Relationship Tested	Possible Conditions	Explanation
IV to DV	IV significant	IV influences DV

	**	
IV to MV	IV significant **	IV influences MV
IV and MV to DV	IV and MV are significant	There is <b>partial mediation process</b> in which IV can both directly influence DV and indirectly influence DV through MV
	IV becomes insignificant, MV significant	There is <b>full mediation process</b> in which IV can influence DV only through MV
	IV and MV are insignificant IV significant, MV insignificant	There is <b>no mediation process</b>

\*\*: the significant condition from IV to DV and IV to MV must be fulfilled to proceed the next steps in examining any mediating event

When mediation exists in the model (partially or fully), Ghozali (2011) stated that there is indirect relationship which means, there is intervening variable between independent and dependent variable that will carry forward the impact of independent variable towards dependent variable. Thus, the model and the hypotheses that will be tested are:

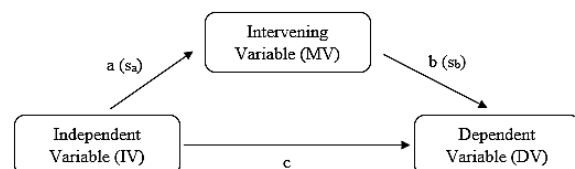


Figure 2. Regression Model of Mediation Process

$$H_0 : ab = 0$$

$$H_1 : ab \neq 0$$

In order to calculate the indirect impact, the author will use Sobel test with the following formula:

$$Sab = \sqrt{b^2 sa^2 + a^2 sb^2 + Sa^2 Sb^2}$$

$$z = \frac{ab}{Sab}$$

Where:

- a = the raw (unstandardized) regression coefficients for the association between IV and MV
- b = the raw (unstandardized) regression coefficients for the association between the MV and DV (when IV is also a predictor of DV)
- ab = the coefficient of indirect impact
- Sa = standard error of a

Sb = standard error of b  
 Sab = standard error of indirect impact  
 z = t-test statistic of indirect impact

If the z value is greater than 1.96,  $H_0$  can be rejected and indicating a significant mediation effect in the model (ab product is significant).

## RESULTS AND DISCUSSION

From the statistical analysis, data can be said as valid, reliable, has normally distributed residuals, does not have autocorrelation and multicollinearity, and has homoscedastic residuals since it passed all of the decision rules, as can be seen in Table 1 below. Therefore, data can be used in further analysis process.

**Table 2. Summary of Justification of Data and Classic Assumptions Tests Result**

Tests	Tool	IV to DV	IV to MV	IV and MV to DV
Validity	r-data ( <i>&gt; than r-table</i> )	All r-data > r-table of 0.1666 (significance level of 0.05 and degree of freedom of 137 (n-1))		
Reliability	Cronbach's Alpha ( <i>&gt; 0.6</i> )	All Cronbach's Alpha > 0.6		
Normality	Kolmogorov-Smirnov ( <i>Assymp Sig &gt; 0.05</i> )	0.994	0.773	0.221
Autocorrelations	Run Test ( <i>Assymp Sig &gt; 0.05</i> )	0.106	0.202	0.171
Multicollinearity	VIF Value ( <i>≤ 10</i> )	1.752 the highest	1.752 the highest	1.550 the highest
Heteroscedasticity	Park Test ( <i>Sig t &gt; 0.05</i> )	0.078 the lowest	0.056 the lowest	0.432 the lowest

From the F-test result (see Table 3 below), the first general hypothesis can be accepted since the sig. F is 0.000 for the regression of IV to DV. Thus, it can be concluded that elements of competence and comfort factors have simultaneous influence on organizational citizenship behavior. Moreover, the simultaneous influence also occurs even when it is being combined by affective commitment. Not only that, those are also have simultaneous influence on affective commitment.

Looking at the adjusted  $r^2$  from the first regressions, the adjusted  $r^2$  is 0.587, thus, it can be said that 58.7% of the variation in the organizational citizenship behavior as the dependent variable can be explained by the variation in the sixteen elements of competence and comfort factor, taking into account the sample size and number of independent variables. Also, for second regression, the adjusted  $r^2$  is 0.455, thus, it can be said that 45.5% of the variation in the affective commitment as the dependent variable can be explained by the variation in the sixteen elements of competence and comfort factor, and the rest is explained by other factors. Lastly, for the third regression, the adjusted  $r^2$  is 0.881 which means, 88.1% of the variation in the organizational citizenship behavior as the dependent

variable can be explained by the variation in the four elements of competence and comfort factor as well as affective commitment as the independent variables, taking into account the sample size.

**Table 3. Summary of F-Test and Coefficient of Determination Test**

Tests	Tool	IV to DV	IV to MV	IV and MV to DV
F-Test	Regression Table ( <i>Sig F &lt; 0.05</i> )	0.000	0.000	0.000
Coef. of Determination	Adjusted $r^2$	0.587	0.455	0.843

**Table 4. Summary of t-test Result (p-value)**

Variable Tested	IV to DV	IV to MV	IV and MV to DV
Skill Variety	0.001	0.004	0.103
Task Identity	0.002	0.004	0.238
Task Significance	0.032	0.398	0.008
Autonomy	0.291	0.317	0.695
Feedback	0.013	0.081	0.061
Growth Need Strength	0.041	0.123	0.169
Perceived Org.Support	0.141	0.718	0.031
Transactional Leadership	0.004	0.016	0.117
Transformational Leadership	0.050	0.081	0.367
Role Clarity	0.048	0.084	0.337
Role Conflict	0.025	0.186	0.037
Satisfaction with Communication	0.021	0.148	0.042
Satisfaction with Openness	0.000	0.000	0.170
Satisfaction with Work-life Balance	0.629	0.692	0.783
Satisfaction with Co-workers	0.310	0.828	0.027
Satisfaction with Rewards and Recognition	0.027	0.117	0.096
Affective Commitment			0.000

From the t-test result, it can be concluded that the second general hypothesis is being accepted only for twelve out of sixteen elements. Thus, only skill variety, task identity, task significance, feedback, growth, transactional leadership, transformational leadership, role clarity, role conflict, satisfaction with communication, satisfaction with openness and satisfaction with rewards and recognition have significant individual influence on organizational citizenship behavior. For autonomy, perceived organizational support, satisfaction with work-life balance and satisfaction with co-workers, the null hypothesis should be accepted which means for those four, there is not enough evidence to prove any significant individual influence on organizational citizenship behavior.

According to prior explanation of possible conditions happen in hierarchical multiple linear regression as well as the result of t-test, it can be seen that skill variety, task identity, transactional leadership and satisfaction with openness which previously have significant individual influence on organizational citizenship behavior become insignificant because of affective commitment is being controlled. Thus, it can be concluded that there is a full mediation process between skill variety, task identity, transactional leadership, satisfaction with openness and organizational citizenship behavior through affective commitment.

However, based on Sobel test result as shown in Table 5, z value of skill variety, task identity, transactional leadership and satisfaction with openness are 1.4024, 1.0694, -1.6981 and 1.2569 respectively and those lies between - t-critical value of - 1.9796 and + t-critical value of 1.9796. Hence, the null hypothesis will be accepted and the alternative hypothesis will be rejected. This means, the effect of skill variety, task identity, transactional leadership and satisfaction with openness on organizational citizenship behavior mediated by affective commitment cannot be judged statistically significant (there is no mediation process).

**Table 5. Result of Sobel Test**

Independent Variable	Coefficient of Indirect Impact (ab)	Test Statistic (z)	Std. Error (Sab)
Skill Variety	0.004921	1.40235284	0.0035091
Task Identity	0.003892	1.06937763	0.0036395
Transactional Leadership	0.02464	-1.69806622	0.0018656
Satisfaction with Openness	0.006072	1.25691885	0.0048308
Satisfaction with Openness	0.184	0.048	0.033

This may happen when the mediator or intervening variable (affective commitment) is perceived similarly with the dependent variable (organizational citizenship behavior) (Preacher & Hayes, 2004). This arguments is also supported by the research done by Benjamin (2012) which stated that affective commitment may be perceived similarly to citizenship behavior because when a person is willing to be committed to the company, he or she definitely works beyond what is required. Similarly, when a person works beyond what is required, he or she is definitely committed to the company at the first place. Since there is no clear cut between which causes another first as well as the join event between these two variables, to some extent, people will have difficulty in distinguishing difference of affective commitment and organizational citizenship behavior. Thus, when it is perceived the same, it will be the best measurement or reflection of another. The other factors are becoming not significant when affective commitment is exist in the model because the other factors have less power in explaining organizational citizenship behavior compared to affective commitment which is perceived to be similar. Additionally, the indirect effect is not significant because

those are actually “perceived” as one. Hence, there will seem to be full mediation process although in fact, there are only direct effect to organizational citizenship behavior and direct effect to affective commitment due to similar perspective between those two factors (Preacher & Hayes, 2004).

Comparing the result with prior researches, the author finds some similarities and differences. First of all, compared with the first research done by Kaptjin (2009), the author found out that both researches confirmed that the combined influence of the competence and comfort factors has a positive effect on affective commitment to the work. However, Kaptjin (2009) found out that personal characteristics consisting of need for achievement, need for autonomy and higher order need strength, is having positive direct influence on affective commitment, while this research has shown that those individually does not have significant influence on affective commitment (autonomy and growth need strength). According to the research, Kaptjin (2009) stated that the case might be explained by the law of diminishing returns. This means, when people score very high in one factor, he or she will have the tendency to somewhat lower to any other factor, due to random variance. In the case of Kaptjin’s research (2009), Poland people who work in the stores are really relying on self-power and self-growth. Hence, whenever Poland people are being given an autonomy to do something and strong driver to grow, they will be more likely to be committed to the company. However, in this research, as what have been explained previously, the author found out that Indonesian people (outsourced employees) are more relying on self-competencies actualization. Therefore, for outsourced employees, the “I-am-capable” and “I-am-needed” feeling are more important to boost their willingness to be committed.

Second of all, compared with the research done by Liu (2009), the author found there is a different result where according to Liu (2009), perceived organizational support has individual influence towards organizational citizenship behavior and affective commitment. However, this research result confirms that perceived organizational support does not have significant individual influence on both organizational citizenship behavior and affective commitment. Looking at the subject of the research, the author can conclude that the difference happens because of different background in economics of China and Indonesia. As explained prior, Indonesian people are having less self-efficacy because of the instability and unpredictability social, political and economic life, even, Indonesia is still struggling to improve them. Since there is no clear explanation to what extent the company may help the outsourced employees, the instability and unpredictability will create the insecurity feeling of the job sustainability, regardless of how supportive the company is. On the other hand, in 2009, China experience global economic crisis after experiencing stable and good economic condition (Cai & Chan, 2009). At that time, many factory owners fled without paying their laid-off workers the required compensation and/or wages. Thus, having experienced of



shocking difficult situation, people are more willing to be committed to the company and give an extra mile simply because they have to survive to live for themselves or their families. Hence, the perceived organizational support will have strong individual influence on employee's affective commitment as well as organizational citizenship behavior.

Last but not least, compared with the research done by Drenth (2009), the author found a similarity and difference in the result. This research has confirmed Drenth's finding (2009) where elements of competence and comfort factors have influence on organizational citizenship behavior, but with an exception. Elements of competence and comfort factors have to stay together as a group to have significant influence on organizational citizenship behavior. However, when they are separated and stand individually, not all of them have significant individual influence. Autonomy, perceived organizational support, satisfaction with work-life balance and satisfaction with co-workers are not significant enough to influence organizational citizenship behavior as an individual. This case may be triggered by the difference in the characteristics or cultural traits of the worker. Drenth (2009) conducted the research in Netherlands which is categorized as the developed country whereas the author conducted the research in Indonesia, a developing country. Some cultural traits between developed and developing countries may be very contradictive (Aycan, 2002). As what have been discussed in prior, Indonesian people are having less self-efficacy whereas Netherlands people are having high self-efficacy. Therefore, it is explainable that although Indonesian people are being given an autonomy, support from company, balanced professional and personal life as well as good relationship with co-workers, they will still have the tendency not to go further in working because they are afraid of taking new initiatives and if possible, avoid any responsibilities. On contrary, since people in Netherlands are having high self-efficacy, they will be happy to give their extra work whenever they have the chance to get autonomy at work and support from the company because they are encouraged to take initiatives and motivated to be the pioneer in leading or taking responsibilities.

Having discussed about the research result as well as possible causes of different and similar outcomes happen between this and prior research, to summarize it up, the results of the research have answered the main questions that have been raised when the research was started. As explained previously, the author basically wants to know: (a) the impact of elements of competence and comfort factors toward organizational citizenship behavior and (b) the mediation process of affective commitment in bridging the relationship between elements of competence and comfort factors toward organizational citizenship behavior. Thus, hierarchical multiple linear regressions have been developed for knowing: (1) influence of sixteen elements of competence and comfort factors toward organizational citizenship behavior, (2) influence of sixteen elements of competence and comfort factors toward affective commitment, and (3) influence of elements of competence and comfort toward organizational citizenship behavior

with the controlled affective commitment. It is found out that: (a) sixteen elements of competence and comfort factors simultaneously have influence on organizational citizenship behavior, (b) skill variety, task identity, task significance, feedback, growth, transactional leadership, transformational leadership, role clarity, role conflict, satisfaction with communication, satisfaction with openness and satisfaction with rewards and recognition have significant individual influence on organizational citizenship behavior, (c) sixteen elements of competence and comfort factors simultaneously have influence on affective commitment, (d) skill variety, task identity, transactional leadership and satisfaction with openness have significant individual influence on affective commitment, and (e) there seems to be a full mediation process of affective commitment on the relationship between skill variety, task identity, transactional leadership, satisfaction with openness and organizational citizenship behavior.

## CONCLUSION

According to the research result from 139 questionnaires distributed to the outsourced employees at Surabaya Head Office of PT. X, it is found out that the first general hypothesis developed in prior is accepted, which means, elements of competence and comfort factors simultaneously have significant influence toward organizational citizenship behavior. However, for the second general hypothesis, only twelve out of sixteen variables are proven to have significant individual influence on organizational citizenship behavior, which are skill variety, task identity, task significance, feedback, growth, transactional leadership, transformational leadership, role clarity, role conflict, satisfaction with communication, satisfaction with openness and satisfaction with rewards and recognition. Additionally, third general hypothesis is rejected since the author found out that the indirect impact (mediation process) cannot be judged statistically significant based on Sobel test's result. Thus, it can be concluded that there only seems to be a full mediation process between skill variety, task identity, transactional leadership, satisfaction with openness and organizational citizenship behavior through affective commitment although actually there are only direct effect to organizational citizenship behavior and affective commitment.

Several limitations are first, there is limited number of independent variable used. According to the adjusted R square analysis, the author found out that there may be other factors influencing organizational citizenship behavior which are not being examined in this research. Thus, further research should add more theories regarding variables influencing organizational citizenship behavior and then collaborate those theories with the theory of competence and comfort factors as well as affective commitment such as organizational learning, organizational, distributive and procedural justice as well as satisfaction towards the job.

Second of all, there is limited coverage area. Considering the time limitation, the author chooses to only take PT. X's head office that is located in Surabaya, where the initial case or problem arises, as the research subject. However, in reality, there are many subsidiaries and head

offices of PT. X located in other cities, spread all around Indonesia. Thus, the result of this research might be only fully representing and solving problems in Surabaya's head office while in other cities, it cannot be said that exactly the same results will be found and the results cannot be generalized to other subsidiaries or head offices. Thus, further research should cover those areas in order to get better findings in explaining what factors that can actually improve organizational citizenship behavior of PT. X's outsourced employees as a whole, not only in Surabaya's head office. By having so, further research can point out whether same problem happen in other subsidiaries or head offices too.

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