

# Normative Commitment in Ethical Work Climate (EWC) and its Impact to Organizational Citizenship Behavior (OCB): A Study of Production Section Workers in Plastic Company, Sidoarjo, Indonesia

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## Abstract

The study is to explain how the Ethical Work Climate (EWC) factors and normative commitment contribute to enhance the Organizational Citizenship Behavior (OCB) of production workers. Those three variables are used in this study and examined by qualitative method. The result shows that the ethical working climate is very important and has big impact to normative commitment and organizational citizenship behavior among the workers of production section in a Plastic company, in Sidoarjo, Indonesia.

**Keywords:** Ethical Work Climate (EWC), Organizational Citizenship Behavior (OCB), Normative Commitment

## 1. Introduction

The rapid changes and development of manufacturing industries in Indonesia increase the competitiveness among the companies. Trying to retain their selected and trained employees is one of many ways to keep the company able to survive. Production workers then become very important in manufactures since their dominance in daily operations and employee numbers. Thus, a company has to look for methods to maximize their employees' efficiency which can be different in implications because each company has its own current condition, rate of competition and affection in the situation (Hasani, et al., 2013).

For the plastic company in Sidoarjo city, Indonesia, the behavior of the production workers is very important to manage and not always defined by formal system in payments, includes salary, wages, bonuses etc. DiPaola and Tschannen-Moran (2011) in Hasani, et al. (2013) underlined that the success of organizations depends on employees' performance in acting beyond their daily duties and roles. This behavior is called by Batman and Organ (1983) as arbitrary behaviors. To increase OCB among employees, the company needs to know the commitment of employees. Cohen (2006) in Hasani, et al. (2013) defined commitment as the most meaningful form among the organizational duties and maximum constancy in organization and it shows powerful relationship. The changes in the business world requires the understanding of organization commitment of the employees, because the employees are more mobile and less dependent to their organizations (Grant et al., 2008). It will be harmful for manufacturing company if it cannot retain the production workers so the personnel department needs to know how to motivate and encourage the employees to increase the commitment of workers to organizations.

In theory, commitment can be defined into three; affective commitment, continuance commitment and normative commitment. In this study, the normative commitment is used. Normative commitment is a sense of requirement to continue employment (Mohammed & Anisa, 2012). If a production worker has a high normative commitment, the worker will be likely attached longer to the company. A study of Yamazakia & Petchdee (2015) got the result that production employees need to feel satisfied in working, if an employee is satisfied by the personal development and HR policy and other good situation within company that is experienced by the employees, the organizational commitment will be higher and reduce turnover intention.

### 1.1 Problem statement

The problem of statement in this study, based on the background is: How can the Ethical Work Climates (EWC) increase Organizational Citizenship Behavior (OCB) among production workers in a manufacturing company ?

### 1.2 Purpose of the study

The purpose of the study is to understand how the Ethical Work Climate (EWC) gives impact the normative commitment and Organizational Citizenship Behavior (OCB) among the production workers in a manufacturing company.

## 2. Literature review

### 2.1 Ethical work climate

Study of ethical climate has influenced the idea to relate the climate differences to various individual behavior and organization performance. In the individual level, the reference in climate dimension is egoism (self-interest). Teleological theory is friendship and deontological theory refers to personal morality. Thus, it can be summarized that a taken decision in implementation of ethical climate leads to moral principles in an individual. Martin & Cullen (Hashish, 2015) stated definition of ethical work climate as the shared perceptions of what ethically correct behavior is and how ethical issues should be handled.

Local level which refers to egoism is company profit. Teleological theory refers to team interest and deontological theory is company rules and procedures. Therefore the decision made in implementing ethical climate in local level tends to rules, standard and procedures of a company.

In cosmopolitan area, egoism as ethics criteria, is efficiency, while teleological theory includes social responsibility and deontological theory includes law or ethics code of professional. Decision taken in applying the ethical climate (ethical climate) at cosmopolitan level is more likely to lead to the provisions of such external laws or professional codes (laws or professional code) which govern the process of moral thinking process.

Principle is a fundamental statement or general truth that used to be a guidance to think and act. Victor dan Cullen (1987) described into ethical work climate matrix that at individual level, moral principles of individual will be the base of a decision. In local level, rules, standards and procedures become the references. The individual in egoism category has the characteristic to maximize the personal interest and has an instrumental climate. In an organization with instrumental climate characteristic, the individual interest and benefit are dominant factors to consider the ethics dilemma.

Egoism climate directs the organization members to make decision instrumentally for the personal interest without considering organization interest, professional ethics or even, law. As a result, there will be the deviant workplace behavior. Instrumental climate is the ethical decision making either for organization or private interest from egoism behavior point of view. The behavior is based on the private interest that might bring loss for others. But this climate must be avoided because it has close relationship with an unethical behavior.

Altruism climate always considers the impact of the decision making to others, such as group work, other organization members, consumers, stakeholders and community. In this climate, individual will always tend to avoid unethical behavior and this climate rules as a moderator between ethical judgement and revealed behavior. As a matter of fact, the individual who is not in the wrong situation in moral case, he/she will still take into consideration whether the behavior meets the ethics or not (Barnet dan Vaicys, 2000). Caring is one of the attitude of altruism climate shown by paying attention to other's well being and this is what the employees always want to create (Martin dan Cullen, 2006).

Neubaum et al.(2004) explained that business orientation and age of organization influence the development of organizational ethics climate. The company with individualism and independence values tend to have higher individual ethics climate and lower local and cosmopolitan ethics climate. The new established organization is characterized as organization with high risk and resource pressures and so, the company will have the problems to increase the capital, recruits, trains employees and pays high compensation.

If employees feel the organization appreciates them through support, encouragement and help, they will have positive perception to social exchange relationship which can be a form of good ethical work climate. The more positive the employees see the ethics in organization, the more they get involved in the OCB. They are more productive and helpful to others in a civic virtue. Study of ethical climate has influenced the idea to relate the climate differences to various individual behavior and organization performance. In the individual level, the reference in climate dimension is egoism (self-interest). Teleological theory is friendship and deontological theory refers to personal morality. Thus, it can be summarized that a taken decision in implementation of ethical climate leads to moral principles in an individual. Martin & Cullen (Hashish, 2015) stated definition of ethical work climate as the shared perceptions of what ethically correct behavior is and how ethical issues should be handled.

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## *2.2 Normative commitment*

According to Meyer and Allen (1991), the ethical work climate is likely to affect the level of organizational commitment. Employees who are aware of the code of conduct tend to look the company as more ethical organization thus the employees' and organization' values are matched. Therefore, employees who are committed to the organization have lower desire to resign and likely to make positive behavioral based on the point of view of the organization.

According to Mowday, Steers, and Porter as cited by Mathieu dan Zajac (1990), organizational commitment is a relative power of an individual identification and involvement in an organization where the commitment is formed based on the three factors: strong conviction and acceptance on goals and organization values, a readiness to do all efforts for organization and strong will to maintain the membership within organization.

Miner (1998), stated that organizational commitment is more than loyalty to organization or company, an attitude that focuses on organization, not only job. Luthans (2005) described organizational commitment is not as organization and continuous process where the members show the attention to organization and its welfare. Based on the studies, Meyer dan Allen (1997) suggested an organization to have work environment that support the employees, equal treatment, appreciate the employee's contribution so that the employees will show the high affective commitment.

Jaros et al. (1993) agreed to call the normative commitment as the moral commitment. They also underlined the differences between this commitment and affective commitment, because normative commitment reflects the responsibility, obligation not emotional engagement. The normative commitment is strong if it is shown through engagement to company because of responsibility and duty. Meyer dan Allen (1991) explains that the feeling motivates employees to behave properly and do what is right for company. Normative commitment will

influence positively to job performance, job attendance and organizational citizenship behavior (OCB).

Another commitment type is continuance commitment where the employees remain in the company not because of emotional engagement but because they know if they quit the job, the cost will be higher (Meyer dan Allen, 1997). Thus this type of employees will never show high contribution to company.

Employees can feel that it is about responsibility to stay at the organization. Reciprocation is the key (Gurses & Demiray, 2012). The employees think that the organization behaves positively towards them and in return, their loyalty can be the result and the commitment involved keeps the employee with the organization enjoys their strong ties.

Organizational commitment has a strong influence to labor turnover. The higher the commitment an employee has, the smaller possibility the employee to quit, because employee with high commitment is not likely to find other jobs. (DeCotiis dan Summers, 1987). The other characteristics of employees with low or high commitment can be seen from the absenteeism, the attitude of sharing and sacrifice. Working is a part of personal life, so it makes sense if there's no commitment to organization, the dissatisfaction will be higher. Ling et al. (2016) also found from their study that there's a negative relationship and significant between turnover intention and either affective commitment, continuance commitment, normative commitment and turnover intention.

### *2.3 Organizational citizenship behavior (OCB)*

Organ (Hasani, et al., 2013) regards OCB as personal behaviors that are arbitrary and are not directly and clearly stated by formal testimonial system of organization which generally increases organization's efficiency. The term of Organizational Citizenship Behavior (OCB) was firstly proposed by Organ (1997) with its five primary dimensions (Allison et al., 2001): altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.

Poncheri (2006) cited in Muhammad (2012) stated that OCB has a positive impact on organization or its members and helps managers to create cooperative work environment that can increase the subordinates efficiency. Another study by Moorman and Blakely (1995) in Mohamed & Anisa (2012) and reported that OCB is valuable and beneficial for an organization but the managers sometimes have difficulty in giving appreciation or punishment for either its existence or nonexistence of the behavior in the formal scheme.

The study of the influence of OCB to the organization performance based on Podsakoff et al. (2000) concluded that OCB can increase the colleagues' productivity, increase the managers' productivity, and save the resources owned by the management and organization. Besides, OCB can be the effective tool to coordinate work group activities. OCB also can enhance the organization ability to attract and retain the best employees, increase the organization performance stability and ability to adapt to the environment changes.

### *2.4 Production employees*

The competition nowadays make the companies have to define the operational strategies and followup the plans on good management especially for human resources management (Kasemsap, 2012). It is suggested in his study that job satisfaction is positively correlated with organizational commitment, thus it is important that the large-scale manufacturing companies to pay greater attention to operational employees' job satisfaction and organizational commitment because their workload brings large amounts of stress (Kasemsap, 2012).

## **3. Research method**

This study uses qualitative approach research method. The respondents of the study divided into some characteristics such as: age, sex, education level and duration of work. There 63 respondents chosen to be interviewed. Validity and reliability of the study are based on the theories used and clarified to the manager of the section.

## **4. Result and discussion**

The plastic company used in in this research is one of Indonesia publicly owned companies, produces and exports Polypropylene (PP) and Polyethylene (PE) Woven Bags, Cement Bags/Paper Bags, and many more. The company also has a strict quality assurance system, which is constantly monitored at every stage, maintaining its standard quality of finished products to buyer's satisfaction.

Based on the profile and characteristics of the company studied, the production section is the essential part of it. The production section has the most employees compared to other sections within. Then the characteristics of the respondents, based on the age, less than 25 years old are 11 employees or 17%, age between 25-30 years old are 15 employees (24%). The respondents 30-35 are 22 employees or 35%, 35-40 years old are 9 people or 14% and the respondent more than 40 years old is only 6 person or 10%.

All the respondents are males, with the highest education level high school is 9 people (14%), diploma 21 people (33%), undergraduate is 28 or 44% and master degree are only 5 people or 8%. The duration of work less than 2 years is 7 people(11%) and 2-3 years are 19 people or 30% of the respondent. Employees with duration of work 3-4 years are 27 people or 43% and the respondents with more than 4 years for duration of work in respective manufacturing company are 10 people or 16%.

The respondents' age composition shows that most of them are in establishment stage (Dessler, 2009) that consists of trial sub stage and stabilization sub stage, while 17% of respondents are in exploration stage. The condition of respondents can influence their behavior towards the company. In that range of ages, employees tend to find out the better position either within or outside the company. They have opportunities and energy to work harder and sometimes they offend the authorities due to their creative ideas.

Many previous studies showed the relationship among the variables used in this study. In theories, the ethical work climate with its three dimension will relate to normative commitment and organizational citizenship behavior. This study then tried to describe how the ethical work climate will then relate to normative commitment of workers in production section and also to the organizational citizenship behavior as well.

The qualitative data collection is to prove, deepen, strengthen and broaden the qualitative data result. Displayed below are the qualitative variables shown in Table 1 to Table 5.

Table 1. Qualitative Data of Egoism Climate Variable

No.	Category	Qualitative Data
1	Personal interest protection	Company does not protect the personal interest over all.
2	Individual business	Employees do not have their own business in the company.
3	Personal moral or ethics	Employees imply the personal moral and ethics in company.
4	Doing thing regardless its consequence	Employees do not do anything for company regardless its consequence.
5	Concern in company's interest	Employee will not concern in company's interest if there's another interest.
6	Responsibility of cost control	Employees are not responsible for cost control

Source: primary data

The employees' behavior in company will not concern in company's interest if they have to ignore other interest. In contrast, the company does not protect the employees' personal interest.

Table 2. Qualitative Data of Altruism Climate

No.	Category	Qualitative Data
1	The core concern	The core concern is always the best for others
2	Togetherness	In the company, the employees keep the togetherness
3	Doing the right thing for customers	The company has to do the right thing for customer and community
4	The most efficient way in Company	Doing the right thing is the most efficient that can be done.
5	Working efficiently	The employees are required to work efficiently

Source: primary data

The behavior of company and employees toward altruism appears in the employees' behavior that always think

of the good things for people in company and keeping the togetherness among others within the company. However, the company also tries to do the altruism for customers and company.

Table 3. Qualitative Data of Principle Climate

No.	Category	Qualitative Data
1	Personal belief and moral	Employees are hoped to follow their own personal belief and moral
2	Right or wrong decision	Employees make their own decision to what is right and wrong
3	Belief on righteousness and mistakes	Employees have their own belief on righteousness and mistakes
4	Personal ethics	Employees are driven by their own personal ethics
5	Company regulation and procedures	Employees follow the rules and procedures of companies
6	Keeping their company regulation and procedurs	Employees adhering to the rules and procedures of the company
7	Successful employees	Successful employees are they who follow the company regulation and procedurs.
8	Obeying the company policy	Employees have to obey company policy strictly
9	Referring to the law and profession standards	Employees refer to the law and profession standards as the main consideration.
10	Main concern in profession ethics codes	Law and Profession ethics codes are the main consideration in the company
11	Not break the laws	In the company, the decision is made without breaking the laws

Source: primary data

The employees consider the moral and obey the rules and procedures within the company, law and ethical codes become the main concern.

Table 4. Qualitative Data of Normative Commitment

No.	Category	Qualitative Data
1	Being obliged to stay in the company	The employees are obliged to stay in the company.
2	Accepting all tasks and responsibilities	The employees will accept the given tasks and responsibilities
3	Eager to do more efforts for company's success	The employees are eager to do more efforts for company's success.
4	Company deserves to get loyalty	The employees feel the company deserves to get their loyalty
5	Employees help to solve problems	The employees help to solve the problems in company if any
6	Being indebted to company	The employees feel they are indebted to company

Source: primary data

The employees have commitment to accept all tasks, responsibilities and loyalty to company. The employees are



also involved to solve the problems and help the company to get success.

Table 5. Qualitative Data of OCB Variables

No.	Category	Qualitative Data
1	Working with rules and procedures	The employees do their jobs seriously following the rules and procedures
2	The employees arrive earlier at workplace	The employees arrive earlier at workplace so they can start working earlier
3	Giving information directly	The employees are spontaneous to receive, answer and give information needed by other parties
4	Eagerness to help new employee orientation	The employees like to help new employee orientation although that's not a part of their own job description.
5	Eagerness to help other employees	The employees are aready to help others
6	The employees tries to spare time to help others.	The employees tries to spare time to help others.
7	Updating the company progress	The employees always let themselves update the company improvement
8	Doing things to increase company's goodwill	The employees frequently do the things to increase company's goodwill.
9	Giving the supportive criticism	The employees are ready to give supportive criticism to increase company's service quality.
10	All decision made by company are the best decision	The employees believe that all decision made by compay are the best decision.
11	No bad things about company is discussed	The employees do not discuss about bad things of company.
12	Self introspection	The employees have self introspection when the jobs done are out of standards.
13	Coordination with colleagues	In doing the jobs, employees coordinate with their colleagues.
14	Information sharing	The employees want to share information about tasks.
15	Discussing problems	The employees discuss the upcoming problems with colleagues

Source: primary data

The employees' behavior towards the company is more than required by company. They want to help others although that's not their job description. They also do not discuss the bad things about the company but the upcoming problems related to their jobs. However the employees are ready to give supportive criticism to increase company's service quality. They believe that company will make a good decision for all people in the company.

Those qualitative data show that the ethical work climate consists of egoism, virtue and priciples climate has impacted the workers' normative commitment in production section. The production section workers are all males and in productive ages. Providing them with good ethical working climate and it can increase the quality of organizational citizenship behavior. From the tables show the result of workers answer points, the ethical work climate will result in normative commitment among the workers of production section because principle climate is considered by them in working place. The workers will use their belief in right or wrong in working

place context. They know what the ethics in being workers in production section which has the responsibility in producing high quality products, thus they tend to be very strict in line.

The workers also have high strict principles in morality consideration especially about the regulation and procedures within the company. It is in link with the situation that company applies the ISO standarization and other quality management system embedded there. Under international standarization in management quality, the workers, regardless their education background have obedient to all procedures implied in every stage of production cycle.

The normative commitment will produce the organizational citizenship behavior because the workers are driven by high responsibility and they accept any tasks given, accomplish them under the rules and procedures in company. The workers in production section has loyalty in working for company and shown by the way the talk about the company. However, we cannot ignore the importance of egoism, altruism and principle climate at very initial stage, because the ethical work climate, theoretically has the relationship with the organizational behavior.

For the company, this organizational citizenship behavior is very important because the characteristic of respondents based on the age is mainly under 35% which are very productive and still striving for the better position in or out the company. The tenure period of them are less than 4 years. It is risky for company to let them work without giving any additional interesting circumstances and better environment. Working less than 4 years in a same company cannot indicate the loyalty of them towards the company, especially for workers in production section are still young and productive. Thus, it is very important for company to make them stay in the company and engage them more tightly in terms of basic feeling, motivation and thoughts of works from inside of them selves.

## 5. Conclusion

This study shows the importance and how the ethical working climate will give big impact to the normative commitment among the workers in production section of a plastic company in Sidoarjo, Indonesia, and to the organizational citizenship behavior as well.

However, there should be a further study to compare how the organizational citizenship behavior in different section or department in the company and if it is studied among the female workers.

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