

Research Article

Antecedents and Consequences of Organizational Citizenship Behavior of the Public Organization

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Abstract: This study aims to explore and analyze the mediated effect of organizational citizenship behavior (OCB) on the relationships between employee commitment, motivation, personality, and employee performance in the Regional Education Office of Aceh Province, Indonesia. All 211 employees were selected at the sample of the study. The primary data are collected using questionnaires and analyzed using Structural Equation Modeling (SEM) approach. The study found that employee commitment and motivation significantly affected OCB, while personality was not. Motivation and OCB are found to significantly affect employee performance, while employee commitment and personality were found to be insignificant. Finally, the OCB is found to mediate the effect of motivation and personality on employee performance, while OCB is found to have insignificant mediated effect between employee commitment and employee performance. These findings imply that to further promote employee performance; the focus should be given on improving OCB by enhancing employees' commitment.

Keywords: Commitment, Motivation, Personality, OCB and Employee Performance.

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INTRODUCTION

In the 21st century, Human resources are one of the hot topics of management discussed throughout the world. Entering global competition that cannot be blocked by the flow of human resources is very easy to move from one country to another. Differences in personality, gender, race, nationality, ethnicity, religion and gender do not become obstacles to the availability of human resources (Mhagama, 2018).

One of the factors that influence the level of success of an organization is the creation of an organizational performance that was mainly contributed by employee performance. Thus, organizations can survive in serving the needs of the community if they are strongly supported by the good performance of human resources. Employee performance can be the main capital in supporting the success of the operation if it is well managed and the management has started since they are needed, employed, and retrenched. There are several factors that affect employee performance including salary, work environment, organizational culture, leadership, work motivation, discipline, satisfaction, communication and commitment in the organization (Tinofirei, 2011).

High performance of human resources in an organization can be a competitive advantage of the

organization itself because it is not easily imitated by competitors. Using competitive strategies through human resources, the organization will obtain two advantages, namely competitive advantage and comparative advantage.

Therefore, employees are important elements in the organization so that today many organizations pay attention to employee welfare and provide rewards for employee performance in order to improve employee performance and loyalty to the organization. The importance of the human element in the organization if employees cannot carry out their duties with good commitment and motivation, the organization will not achieve the results that should be achieved. Some employee behavioral criteria that can help the effectiveness of the organization, among others: have the social capacity to cooperate with others and have a strong character to survive in maintaining the workgroup.

Similar to other government organizations, employees who work at the Regional Education Office of Aceh Province, Indonesia, in carrying out the duties and responsibilities properly, they must-have skills, sufficient knowledge, strong commitment and motivation in managing the resources owned so that organizational goals can be achieved. From the initial

observations and interviews conducted by researchers, the results showed that the performance of the employees was still low. This can be seen from the achievement of the budget absorption performance which was only 68.8% in 2016, 69.5% in 2017, and 70.1% in 2018. This achievement is still far from the 100% target set.

In their research, Harwiki (2016) stated that the factors that influence employee performance include commitment, motivation, and OCB. Based on preliminary observations, the OCB of employees were not fully optimized. In addition, employee commitment, which is interpreted as a desire to remain in the organization and a desire to give up all capabilities possessed in realizing the achievement of organizational goals, also has not shown significant achievements. This is indicated by low employee morale because it has not been supported by a good work environment.

Furthermore, the motivation that describes the strength or encouragement in an employee to want to exert their skills and willingness to work in carrying out the work assigned (Uno, 2013), also has not been realized as expected. Employees did not yet have a high motivation to carry out office tasks assigned to them. Furthermore, according to Mkoji and Sikalieh (2012), employee performance is also influenced by the personality of employees in an organization. The personalities of employees who have not fully run as expected have caused their performance has not been fully realized.

Against these backdrops, this study intends to explore and analyze the mediating effect of organizational citizenship behavior (OCB) on the relationships between employee commitment, motivation, personality, and employee performance in the Regional Education Office of Aceh Province, Indonesia. The findings of this study are hoped to shed some light on promoting OCB and consequently the performance of the employees at the public organization.

The rest of this study proceeds to review selected relevant literature in Section 2, followed by providing the empirical framework and data used in the study. Section 4 discusses the findings and their implications, and finally, Section 5 concludes the paper.

LITERATURE REVIEW

Employee Performance

Safitri *et al.*, (2012) explained that employee performance can be defined as the result of a work process whose measurements are carried out within a certain period of time. Meanwhile, according to Waldman (1994), employee performance is the quantity and quality of individual or group work within the organization in carrying out basic tasks that are guided by operational standards of performance procedures

predetermined or applicable in the organization. To measure employee performance, performance indicators can be used, namely: work completed on time, diligent in carrying out work, quality, and quantity of work, knowledge and work results according to target.

Organizational Citizenship Behavior

Sunyoto and Burhanuddin (2015) define organizational citizenship behavior is a field of study that studies the influence of individuals, groups, and structures on behavior in organizations aimed at making organizations more effective. Organizational behavior teaches three determinants of behavior in organizations, namely individuals, groups and structures. Organizational behavior also applies knowledge gained about individuals, groups and the influence of structure on behavior with the aim that the organization can work more effectively (Organ and Konovsky, 1989). Measuring instruments of organizational citizenship behavior of employees are empathy for others, Discipline at work, not complaining, respecting each other and being involved in every organizational activity.

Employee Commitment

Modway *et al.*, (2014) define employee commitment as a relative strength of individual identification and involvement with work organizations. Meanwhile, Robbins (2012) defines employee commitment is the extent to which an employee side with an organization and desires to maintain its membership in the organization. This means that high job involvement means favoring certain jobs of an individual, while high organizational commitment means taking sides of an organization that recruits these individuals (Fariana *et al.*, 2017). Indicators of measuring the commitment used are: have a commitment to work, very experienced, very loyal at work, always involved in the organization at work and high commitment can improve performance.

Motivation

Human behavior is actually just the simplest reflection of their basic motivations. For human behavior to be in line with organizational goals there must be a combination of motivation for meeting their own needs and the demands of the organization. Arifin (2013) explains motivation is one of the driving forces or stimulants for someone to work whose purpose is to obtain rewards that are directly related to his work. Besides that, someone will lose enthusiasm in working if the rewards in the form of wages or salaries are not immediately given. Maslow states that the factors that influence one's work motivation are: physiological needs, human needs, social or affiliation needs, self-esteem needs and actualization needs (Fachreza *et al.*, 2018). Measurement instruments or indicators of motivation, namely: training, incentives, job exchanges, job satisfaction, and promotion.

Personality

Personality can be described as a person's behavior, character, and nature. Personality is also described as a unique and dynamic behavior that explains an individual's image because of the existence of the learning process, experience, education and so forth. Westen *et al.*, (2012) suggest personality is an emotional, cognitive and behavioral tendency that is sedentary and is displayed by individuals as a response to various environmental situations. According to Mount *et al.*, (1998) there are five indicators of personality possessed by someone who is very influential in achieving organizational goals, namely: hard work, creative and innovative, can work together with others or teams, thorough and easy to adapt to the environment.

Selected Previous Studies

Previous research on employee performance found that OCB, commitment, motivation, and personality are among the important factors that influence it. For example, Rashid *et al.*, (2013) state that a highly committed employee will do anything for the organization's progress. Employee commitment can be used to predict professional activity and work behavior, meaning that employees who have high commitment will make every effort to achieve organizational goals. If employee performance is achieved, organizational performance will be better. Thus, employee commitment has a positive effect on performance (Delobbe and Vandenberghe, 2000).

Sajangbati (2013), in his research, stated that there is a relationship between motivation and employee performance. The higher the motivation of employees at work, the better it will impact the resulting performance. Sekhar *et al.*, (2013) stated that work motivation has a positive and significant effect on employee performance.

Furthermore, Misha *et al.*, (2015) said that personality has a positive and significant effect on employee performance. This is the same as found by Mkoji and Sikalieh (2012) that personality has a positive and significant effect on employee performance. Robbins (2012) suggests that employee commitment is the degree to which an employee side with an organization. Employee commitment is needed as one of the factors that influence employee OCB (Harwiki, 2016).

In addition, motivation was also found to have a positive and significant effect on OCB (Kim, 2006). Shekar *et al.*, (2013) stated that motivation has a strong correlation with OCB. Furthermore, Suzana (2017) found that there was a significant relationship between OCB and employee performance. Employee behavior that exceeds the expected role of the organization is called OCB will use noble values as a guide to professional life and individual performance. Some empirical facts show that organizations that have employees, who have a good OCB, will have better performance than other organizations.

Robbins (2012) suggests the fact that shows that organizations that have employees, who have good OCB, will have better performance than other organizations. Positive employee behavior will be able to support individual performance and organizational performance for better organizational development. According to Misha *et al.*, (2015), employee personality in organizations has a positive and significant effect on performance through OCB, while Mahdioun (2010) explains the positive influence of employee personality on performance through OCB.

Based on the above-reviewed studies, this present study proposed the following research model to be estimated.

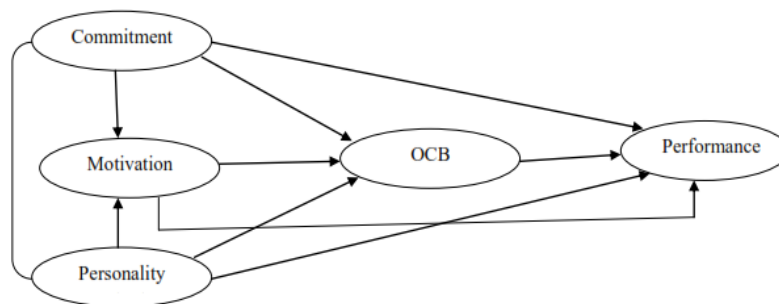


Figure1. The Proposed Research Model

Referring to Figure 1, the following hypotheses are proposed to be tested;

- H₁: There is an influence of employee commitment on employee performance
- H₂: There is an influence of motivation on employee performance
- H₃: There is a personality influence on employee performance
- H₄: There is an influence of commitment to OCB
- H₅: There is an influence of motivation on OCB

- H₆: There is a personality influence on OCB
- H₇: There is an effect of OCB on performance
- H₈: There is an indirect effect of commitment to employee performance through OCB
- H₉: There is an indirect effect of motivation on employee performance through OCB
- H₁₀: There is an indirect influence of personality on employee performance through OCB

RESEARCH METHODS

This study is conducted at the Regional Education Office of the Aceh Province, Indonesia. The sample of this study is all 211 employees at the office, thus this study uses the census technique to select the respondents. The object in this study is related to employee commitment, motivation, personality, OCB, and employee performance. Thus, this study examined three exogenous variables (i.e., employee competence, motivation, personality), one endogenous variable (i.e., employee performance), and one mediating variable (i.e., OCB). These investigated variables were measured using the Likert scale of 1 to 5, referring to the indicators proposed by previous studies mentioned in the section of the literature review of this study.

To empirically assess the direct effects of employee competence, motivation, and personality on OCB and employee performances as well as the mediating effects of OCB on the influences of employee competence, motivation, and personality on employee performances, the following Structural Equation Modeling (SEM) equations are estimated:

$$OCB = \gamma_{11}ECP + \gamma_{12}MTV + \gamma_{13}PRS + \zeta_1 \quad (1)$$

$$EPF = \gamma_{21}ECP + \gamma_{22}MTV + \gamma_{23}PRS + \gamma_{23}EPF + \zeta_2 \quad (2)$$

where OCB is the job organizational citizenship behavior, ECP is the employee competence, MYV is the motivation, PRS is the personality, EPF is the employee performance, γ_{ii} are the estimated loading factors for each variable, and ζ_i are the structured error terms.

In this study, the tests of the instrument, comprising validity and reliability and the tests of goodness of fit indices to ensure the suitability of the estimated models will be performed before the findings of the above-estimated SEM equations are presented and discussed.

FINDINGS AND DISCUSSION

Table 1 illustrates the characteristics respondents comprise gender, age, marital status, level of education, and income. Table 1 shows that out of 211 employees at the Regional Education Office of the Aceh Province, Indonesia, 60.19% of them were male, while the rest 39.81% were female, thus employees in the office were dominated by male. In terms of age, 4.74% aged between 20-29 years old, 28.91% aged between 30-39 years old, 45.021% aged 40-49 years old, and 21.33% of them aged over 50 years old.

In views of marital status, 91.94% have married, while only 0.95% of them were single. Of the total employees, 0.47% graduated junior high school, 6.64% graduated high school, 16.11% with a Diploma degree, 68.72% with Bachelor's degree, and only 8.06% with Master's degree. Finally, in terms of income, 2.84% having income below IDR2,500,000, respondents who earn IDR2,500,000 - 2,999,999 was 45.97%, respondents who have an income of IDR 3,000,000 was 43.13%, respondents who have an income above IDR4,000,000 was 8.06%.

In short, the employees of the Aceh Regional Education Office are dominated by male with an average age of 40-49 years old, which is the level of age for an employee to achieve the performance expected by the organization, then it can also be known that the average employee is married so he has clearer responsibilities, with an average level of education is a bachelor with a monthly income level of IDR2,500,000 - 2,999,999, this is in accordance with his duties and responsibilities in improve employee performance and career development for loyal progress.

Having provided the characteristics of respondents, in the next step study conduct the instrument tests of validity and reliability tests were performed first to determine the precision and consistency of the indicators that measure the variables. The study found that all indicators were valid and reliable, indicated by the critical value of the product-moment correlation and the values of Cronbach Alpha of greater than 0.50 (Malhotra *et al.*, 2006). Thus, it can be said that in statistical language there is internal consistency, which means that the statements measure the same aspects.

In the following step, the study presents the goodness of fit indices of the estimated SEM to ensure the goodness of the proposed model. As shown by Table 1, the study found that all the goodness of fit indices comprising X²-Chi-Square Statistics, Root Mean Square Error of Approximation (RMSEA), Goodness of Fit Index (GFI), Augmented Goodness of Fit Index (AGFI), Tucker-Lewis Index (TLI), and Comparative Fit Index (CFI) were a better fit. The estimated value of the goodness of fit indices was above the cut-off value, indicating that the overall estimated SEM models better fit to provide the answer for the objectives of the study.

In the final step, the study estimates the direct effects of employee competence, motivation, and personality on OCB and employee performances as well as the mediating effects of OCB on the influences of

employee competence, motivation, and personality on employee performances using Structural Equation Modeling (SEM) Equations 1 and 2. The findings of the

direct effects of employee competence, motivation, and personality on OCB and employee performances are reported in Table 1.

Tabell. The Direct Effects

Interaction of Variable			Estimate	Critical Ratio	P-Value
OCB	<---	Commitment	0.218***	2.486	0.013
OCB	<---	Personality	0.008	0.131	0.896
OCB	<---	Motivation	0.343***	3.098	0.002
Performance	<---	Commitment	0.189	1.626	0.106
Performance	<---	Personality	0.133	1.612	0.107
Performance	<---	Motivation	0.724***	9.218	0.000
Performance	<---	OCB	0.723***	9.217	0.001

Note: *** indicates significance at the 1% and 10% levels, respectively.

As illustrated in Table 1, the study found the significant positive effects of employee commitment and motivation on the OCB at the 1% level of significance with the estimated values of 0.218 and 0.343, respectively. These showed that an increase in employee commitment and motivation by one unit on the Likert scale, the OCB has increased by 0.218 and 0.343, respectively. This further implies the importance of employee commitment and motivation in improving the employees' OCB at the Regional Office of Education in the Aceh Province, Indonesia.

Furthermore, the motivation and OCB are found to have significant positive effects on employee performance at the 1% level of significance with the estimated values of 0.218 and 0.343, respectively. These showed that an increase in employee commitment and motivation by one unit on the Likert scale, the OCB has increased by 0.724 and 0.723, respectively. This further implies the importance of motivation and OCB in improving the employees' performance at the Regional Office of Education in the Aceh Province, Indonesia. These showed that an increase in work motivation and OCB by one unit on the Likert scale, the employee performance has increased by 0.724 and 0.723, respectively. This further implies the importance of work motivation and OCB in improving employee performance.

On the other hand, the employees' personality is found to be insignificant in effecting the OCB. Similarly, the employees' commitment and personality are also found to be insignificant in affecting employee performance. Lack of discipline, teamwork spirits,

process and output orientation of employee, disharmonious relationships among employees and between employees and leaders, rewards and punishment mechanisms, and work environment partly contribute to the insignificant relationship between motivation and OCB.

Our findings are similar to those of Rashid *et al.*, (2013), Delobbe and Vandenberghe, (2000), Sekhar *et al.*, (2013), Munawir *et al.*, (2014), Misha *et al.*, (2015), Mkoji and Sikalieh (2012), (Harwiki, 2016), Kim (2006), Majid *et al.*, (2016), Suzana (2017), Sativa *et al.*, (2018), Marlina *et al.*, (2018), Rukayah *et al.*, (2019), Bachri *et al.*, (2019), Hariyonyoto *et al.*, (2019), and Satria *et al.*, (2020). These studies, overall, provided evidence on the importance of employee commitment, personality, and motivation in enhancing employee performance.

Next, the findings of the mediating effects of OCB on the influences of employee competence, motivation, and personality on employee performances based on the Baron and Kenny's (1986) framework are reported in Figure 2. As illustrated in Figure 2a, the OCB is found to have an insignificant mediating effect of OCB on the influence of employee commitment on employee performance. This finding implies that to promote employee performance it should be done directly by improving employee commitment. The improvement of employee performance could be ineffective via the improvement of the OCB on the basis of promoting employee commitment. Thus, the OCB is found to have no mediating effect, it could not function as the mediating variable.

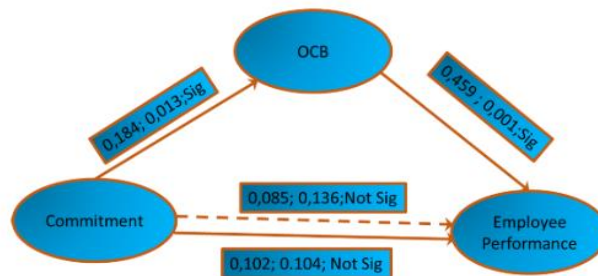


Figure 2a. Commitment → OCB → Performance

Furthermore, Figure 2b reports the mediating effect of OCB on the relationship between motivation and employee performance. The study found a significant mediating effect of OCB on the influence of motivation on employee performance at the 5% level of significance. This finding implies that to promote employee performance, it could be done indirectly by improving the work motivation of employees. The

improvement of employee performance could be effective via the improvement of the OCB on the basis of promoting the motivation of the employee. Since the variable of motivation is found to have a significant direct effect on the employee performance and indirectly via the OCB, thus motivation is found to act as the partially mediating variable.

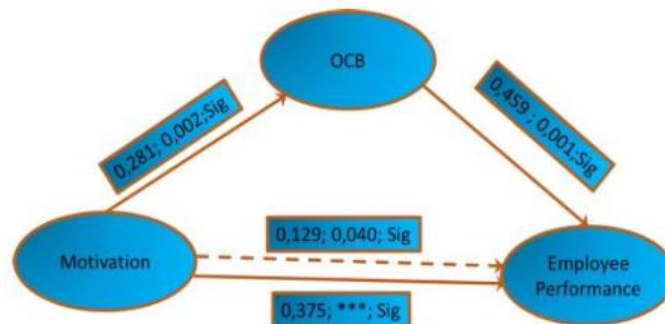


Figure 2b. Motivation → OCB → Performance

Finally, Figure 2c reports the mediating effect of OCB on the relationship between personality and employee performance. The OCB is found to have an insignificant mediating effect on the influence of personality on employee performance. This finding implies that to promote employee performance it could not be done indirectly by improving the employees' commitment based on the enhancement of personality

of employees. In other words, the improvement of employee performance could be ineffective via the improvement of the OCB on the basis of promoting employee commitment. Thus, OCB is found to have no mediating effect between personality and employee performance, thus OCB could not function as the mediating variable.

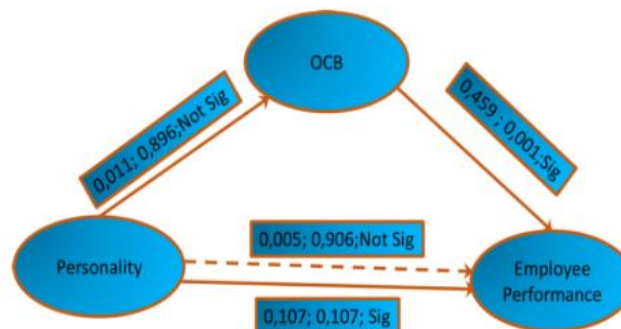


Figure 2c. Personality → OCB → Performance

Overall, our study shows the importance of motivation and OCB to directly enhance the performance of the employee. However, indirectly, the

promotion of employee performance could be effective by improving the OCB on the basis of enhancing the employees' commitment. Thus, these findings could be

used as references by the human resources managers for strengthening employee performance.

CONCLUSION

This study explored and analyzed the mediating effect of organizational citizenship behavior (OCB) on the relationships between employee commitment, motivation, personality, and employee performance in the Regional Education Office of Aceh Province, Indonesia. Using the Structural Equation Modeling (SEM) approach, the study found that employee commitment and motivation significantly affected OCB, while personality was not. Motivation and OCB are found to significantly affect employee performance, while employee commitment and personality were found to be insignificant. Finally, the OCB is found to mediate the effect of motivation and personality on employee performance, while OCB is found to have insignificant mediated effect between employee commitment and employee performance. These findings imply that to further promote employee performance; the focus should be given on improving OCB by enhancing employees' commitment. Therefore, if the commitment is the main concern to be increased, it must be done through increased motivation by improving employee welfare in carrying out activities serving the community who need services.

Future studies on this topic could provide reliable and convincing findings by taking into account more antecedents of the OCB and its consequences into the model of analysis. These antecedents and consequences could include both internal and external determinants contributing to employee performances. Finally, incorporating more public organizations into the analysis might offer enriching empirical findings.

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