

Research Article

Exploring Antecedents of Organizational Citizenship Behavior and Its Consequence on Employee Performance

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Abstract: The purposes of this study are to measure and analyze the direct influences of commitment, competency, and work culture on organizational citizenship behaviour (OCB) and employee performance. It also attempts to measure and analyze the indirect effects of commitment, competency, and work culture on employee performance through OCB. This study was conducted at the Financial Management Agency, Aceh Province, Indonesia. Of 231 employees at the agency, 192 of them were selected as the sample of the study using a purposive sampling technique. Based on the Structural Equation Modeling (SEM) approach, the study documented that organizational commitment, employee competence, and work culture have a positive and significant effect on employees' OCB. Organizational commitment, competence, and work culture are also found to have a positive and significant effect on employee performance. Finally, the study found an indirect influence of organizational commitment, competence, and work culture on the performance of the employees through OCB. These findings suggested that to promote the employees' performance the focus should be given on improving OCB based on improving employees' commitment, competency, and the organizational working culture.

Keywords: Organizational commitment, Competence, Work culture, OCB, Employee performance.

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INTRODUCTION

The existence of humans in organizations has a very vital position to the success of the organization, as it very much determines the quality of the employees who work in an organization, thus changes in the environment demand their ability to capture the phenomenon of change. Every organization needs competent human resources to provide excellent performance. In Indonesia, Law No. 32 of 2004 concerning regional governments increasingly shows the efforts of the central government to implement a government that provides maximum service for the regions to properly process regional potential. Therefore, high-performance human resources need to be prepared in implementing the law. The success or failure of an organization in achieving its objectives depends on the success of the individual organization itself in carrying out its duties.

As one of the public organization that serves the need of public in the province of Aceh, Indonesia, the employees of the Financial Management Agency plays a very vital role to provide good quality of services, thus requires the higher performance of the employees. However, in reality, the office has been experiencing a tendency for a decline in its employee performance. This can be seen from

the ability of employees to prepare work plans that have been still relatively low. Good performance can be seen from each employee who can complete all organizational expenses as effectively and efficiently as possible so that problems that occur in the organization can be resolved quickly and on time.

Various obstacles will certainly be encountered by employees in the organization to be able to work well so that the resulting performance can be well received by the organization and society. Many factors can affect performance, among others: employee organizational commitment, level of competence possessed by employees, a work culture that exists in the organization and many others that can hinder the performance achievement of an employee.

Previous studies stated that competence has an important role in improving employee performance (Husni *et al.*, 2018). Yusrawati *et al.*, (2018) found that competence influences on improving employee performance at the University of Almuslim Bireuen, Aceh Province, Indonesia. Apart from competence, Rafiie *et al.*, (2017) and Wani *et al.*, (2018) also found the role of work culture in improving employee performance. Suparjo *et al.*, (2015) documented that organizational commitment and organizational culture have affected job satisfaction and OCB. Mehboob and

Bhutto (2012) also found that job satisfaction felt by employees has affected OCB. Similarly, Faruk (2013) and Safitri *et al.*, (2012) documented that job satisfaction and organizational commitment have affected the OCB of employees.

Based on this background, the present study intends to provide a shred of new empirical evidence for the public organization on the antecedents and consequences of OCB. Specifically, this study intends to measure and analyze the mediating effect of the organizational citizenship behaviour (OCB) on the influences of commitment, competency, and work culture on the employee performance of the Financial Management Agency, Aceh Province, Indonesia. The findings of this study are hoped to provide a constructive recommendation for promoting organizational performance of 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

Employee performance refers to a person's achievements measured based on standards and criteria set by the company. Management to achieve high human resource performance is intended to improve organizational performance as a whole (Sativa *et al.*, 2018). According to Rozanna *et al.*, (2019) and Satria *et al.*, (2020), performance is a combination of behavior with the achievement of what is expected and choice or part of the assignment requirements that exist in each individual in the organization. Meanwhile, according to Putra *et al.*, (2014), performance is as a result of work in the quality and quantity that can be achieved by an employee in carrying out tasks according to the responsibilities given to him. Fachreza *et al.*, (2018) and Rukayah *et al.*, (2019) stated that performance is the result of the work of an employee for a certain period compared to various possibilities, for example, standards, targets, and criteria that have been determined in advance and have been mutually agreed upon.

Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to the standard results of work, targets or targets or criteria that have been determined in advance and have been agreed upon (Munawir *et al.*, 2014). It does not stand alone but is related to job satisfaction and compensation, influenced by skills, abilities, and individual traits.

Based on some of these definitions, it can be explained that employee performance is the result or achievement achieved by an individual employee in an organization following the target and workload given by the leader by a predetermined time.

Organizational Citizenship Behaviour (OCB)

OCB is an individual's contribution that exceeds role demands at work and is rewarded based on individual performance results. This OCB involves several behaviors including helping others, volunteering for extra tasks, obeying the rules and procedures at work. These behaviors illustrated by Organ *et al.*, (2013) as free individual behavior, not directly or explicitly related to the reward system and can improve the effective functioning of the organization. Organ *et al.*, (2013) also notes that OCB was found as an alternative explanation on Organ *et al.*, (2013) hypothesis of satisfaction based on performance that states that OCB must be redefined using contextual performance where contextual behavior is an activity that not only supports the core of the behavior itself but supports the increasing organizational, social and psychological environment so that the technical functions.

Organizational Commitment

Organizational commitment is to the extent that an employee sits with a particular organization and its goals and intends to maintain membership in the organization (Robbins and Coulter (2012). Besides, Qadariah *et al.*, (2019) state that organizational commitment is employee loyalty to the organization, willingness and willingness to try to be part of the organization, and the desire to survive in the organization. The concept of employee commitment is related to increasing results. For an employee with high commitment, achieving organizational goals is important (Majid *et al.*, 2016). Conversely, employees with low employee commitment pay low attention to achieving organizational goals, and they tend to try to fulfill their interests. Thus, commitment shows strong confidence and support for values and goals to be achieved by the organization. Employee commitment can grow because individuals have emotional ties to the organization which include moral support and accept the value that exists and the determination from within themselves to serve the organization (Daft, 2012).

Competence

According to Wibowo, (2013), an organization is formed to achieve certain goals and if achieved then it can be called a success. To achieve success, a strong foundation is needed in the form of leadership competencies, employee competencies and work discipline that can strengthen and maximize competence. Competency is very useful to help organizations create a culture of high performance, work performance in every human resource process, employee selection, performance management, planning and so on. Marlina *et al.*, (2018) defined competence as an ability to carry out tasks following science and skills as well as technology and experience relevant to the field of duty so that they can develop the work motivation in question and improve performance.

Thus, the overall competence comprises knowledge, skills, behavior, and attitudes displayed by employees who are successful in doing a task with optimal work performance. The more competencies considered in the human resource process will further enhance organizational performance. Likewise, it is necessary to communicate organizational values and standards, analyze and improve organizational culture, select and recruit workers, assess and develop the workforce, develop leaders, manage planning processes, build a basis for training strategies, and form competency processes (Wibowo, 2013).

Work Culture

Work culture is also called organizational culture, which is often also referred to as work culture because it cannot be separated from the performance. Work culture can be described specifically concerning the way people think, which leads to how they act. Similarly, Deshpande and Webster (1998) define organizational culture as a set of shared assumptions and an understanding of organizational functioning. It is a complex system of norms and values that are shaped over time.

Meanwhile, work culture, according to Jaya *et al.*, (2019), refers to a pattern of basic assumptions that are found, created, or developed by a particular group with the intention that the organization learns to overcome or overcome problems that arise due to external adaptation and internal integration that has been going quite well so that it needs to be taught to new members as the right way to understand, think and feel regarding these problems. Jones and Redman (2000) explained that an organizational culture is a reference form of interaction among members of the organization and a reference form of interaction with outside parties. It is also a shared perception adopted by the members of the organization (Robbins and Coulter, 2012).

Selected Previous Studies

Many previous studies have examined the factors that influence OCB and employee performance. These factors include commitment, competence, and work culture. For example, Rizwan *et al.*, (2017) found that organizational commitment had a positive impact on improving the performance of organizational employees. Meanwhile, Yusrawati *et al.*, (2018) found evidence that competence has a positive impact on improving employee performance of the public university.

Furthermore, Rangkutty (2017) found that work culture influences employee performance. Empirical evidence also supported the contribution of commitment on job satisfaction. The low level of job satisfaction is not only caused by the lack of participation of employees in attending education and

training, but also because of their low commitment. If this happens, it will be difficult for the organization to realize its goals, because the organization not only requires a smart and intelligent member but also how he has a high commitment to the organization (Bachri *et al.*, 2019). With adequate competence, an employee will be able to do a good job so that it will affect the level of satisfaction at work. This shows that the competency of an employee influences OCB (Sarmawa *et al.*, 2015).

Besides, Shahzad *et al.*, (2012) prove that work culture in an organization has a significant impact on increasing employee satisfaction. According to Sativa *et al.*, (2018), work culture also influences employee job satisfaction and has an impact on improving organizational performance. McNeese-Smith (1996) provided evidence that OCB is an independent variable that has a significant and positive effect on employee performance.

Furthermore, the competency of an employee in a particular field will influence the desire to survive in the organization, so that it will affect the satisfaction in working. Sarmawa *et al.*, (2015) documented that the competency of an employee affects employee performance through OCB. Finally, Kartiningsih (2007) and Uygur and Kilic (2009) showed that work culture has a positive and significant influence on OCB and also employee performance.

Based on the above-reviewed studies, this study proposed the following hypotheses to be examined.

- H₁: Commitment affects the performance of employees.
- H₂: Competence influences the performance of employees.
- H₃: Work culture influences the performance of employees.
- H₄: Commitment affects the OCB of employees.
- H₅: Competence influences the OCB of employees.
- H₆: Work culture influences the OCB of employees.
- H₇: Employee OCB influences the performance of employees.
- H₈: Commitment affects employee performance through the OCB of employees.
- H₉: Competence influences employee performance through the OCB of employees.
- H₁₀: Work culture influences employee performance through the OCB of employees.

RESEARCH METHODS

The population of this study is all 231 civil servants at the Financial Management Agency, Aceh Province, Indonesia. Of 231 employees at the agency, 192 of them were selected as the sample of the study using a purposive sampling technique. To gather the data, the questionnaires were distributed to all respondents. This study examined three exogenous variables (i.e., commitment, competence, and work culture), one endogenous variable (i.e., employee performance), and one mediating variable (i.e., OCB). In this study, the investigated variables were measured using the Likert scale of 1 to 5 and based on indicators proposed by previous studies.

To empirically assess the direct effects of commitment, competence, and work culture on OCB and employee performance; and the indirect effects of commitment, competence, and work culture on the performance of employee via OCB, the following Structural Equation Modeling (SEM) equations are estimated:

$$OCB = \gamma_{11}CMT + \gamma_{12}CMP + \gamma_{13}WCL + \zeta_1 \quad (1)$$

$$EMP = \gamma_{21}CMT + \gamma_{22}CMP + \gamma_{23}WCL + \gamma_{24}OCB + \zeta_2 \quad (2)$$

Where OCB is the organizational citizenship behavior of the employee, CMT is the commitment of employee, CMP is the competence of employee, WCL is the work culture, EMP is the employee performance, γ_{ii} are the estimated loading factors for each variable, and ζ_i are the structured error terms.

Before providing and discussing the findings of the above-investigated SEM estimates, the instrumental tests, comprising validity and reliability will be performed first, followed by the tests of goodness of fit indices to ensure the suitability of the estimated models.

FINDINGS AND DISCUSSION

Characteristics of Respondents

The characteristics of respondents include gender, age, marital status, level of education, and income is firstly reported. Of the 124 respondents, 64.6% consisted of males, while 35.4% consisted of female, thus the employee at the Financial Management Agency was dominated by male respondents. In terms of age, 2.1% of respondents aged between 20 to 29 years old, 31.3% aged 30 to 39 years old, 47.4% aged 40 - 49 years old, and 19.3% aged over 50 years old. Thus, respondents aged 30-39 years have dominated the employees at the office, thus the majority of them have the maturity in thinking and it has an impact on improving the performance of the Financial

Management Agency.

Characteristics of respondents based on marital status can be explained that 35.9% of respondents were single, while 60.4% were married and only 3.6% were widow/widower. Thus, the respondents who are married were more dominant than respondents with another marital status. In the view of education level, 22.4% of them graduated high schools, 26.6% possessed a Diploma degree, 42.7% have Bachelor's degrees, and only 8.3% graduated a Master's degree. Finally, regarding income, it can be explained that 5.7% of them have income of IDR 2,000,000 - 2,999,999, 31.3% have income of IDR3,000,000 - 3,999,999, 35.9% have income of IDR 4,000,000 - 4,999,999, 21.4% have income of IDR5,000,000 - 5,999,999, and 5.7% have an income of more than IDR6,000,000.

Before the proposed SEM equations to investigate the interrelationships between factors, 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).

In the next step, the study conducts 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.

Table1. The Goodness of Fit Indices

Index	Cut-off-value	Cut-off-value	Remark
χ^2 Chi-square	Expected to be small	365.004	Best fit
Probability	≥ 0.05	0.055	Best fit
CMIN/DF	≤ 2.00	0.073	Best fit
RMSEA	≤ 0.08	0.948	Best fit
AGFI	≥ 0.90	0.993	Best fit
TLI	≥ 0.95	1.392	Best fit
CFI	≥ 0.95	0.981	Best fit

The Direct Effects of Commitment, Competency, and Work Culture on OCB and Employee Performance

Table 2 reports the findings of the direct effects of commitment, competency, and work culture on OCB and employee performance at the Financial Management Agency, Aceh Province, Indonesia. As illustrated in the table, all antecedents of OCB, that is the commitment, competence, and work culture are

found to significantly and positively affected the OCB of employees at the Financial Management Agency at the 1% level of significance. Specifically, these findings indicate that as the variables of commitment, competence, and work culture increase by one unit, the OCB of employees would increase by 0.874, 0.514, and 0.472 on the Likert scale, respectively. These findings showed the importance of these variables in promoting the OCB of the employee.

Table2. The Direct Effects

Interactions of variable			Estimate	Critical ratio
OCB	<---	CMT	0.874***	4.298
OCB	<---	CMP	0.514***	6.432
OCB	<---	WCL	0.472***	6.713
EMP	<---	OCB	0.983***	3.920
EMP	<---	CMT	0.262***	7.752
EMP	<---	CMP	0.276***	7.857
EMP	<---	WCL	0.268***	3.580

Note: *** indicates significance at the 1% level.

Of these antecedents, organizational commitment is found to have the most dominant effect on the OCB of employees. This finding is not surprising, as the organizational commitment implies employee loyalty to the organization, willingness of an employee to try to be part of the organization, and the desire to survive in the organization. Additionally, employee commitment commonly grows as the employee has emotional ties to the organization, which include moral support, accept the organizational values, and the determination from within themselves to serve the organization (Daft, 2012). These findings are consistent with the previous studies, which found that the level of organizational commitment felt by employees influenced OCB improvement (Bogler and Somech, 2004); the competencies possessed by employees were able to improve OCB (Lian and Salleh, 2011); and work culture improved the OCB (Harwiki, 2016).

Table 2 also illustrates that commitment, competency, and work culture have significantly and positively affected employee performance at the Financial Management Agency, Aceh Province, Indonesia at the 1% level of significance. Specifically, these findings indicate that as the variables of commitment, competence, and work culture increase by one unit, the performance of employees would increase by 0.262, 0.276, and 0.268 on the Likert scale, respectively. Besides, the study also found the positive and significant effect of OCB on employee performance

at the 1% level of significance. As the OCB increase by one unit, the employee performance is found to increase by 0.983 units on the Likert scale. These findings showed the importance of these variables in promoting employee performance.

Our findings are consistent with studies conducted by Ahmad *et al.*, (2014) and Rizwan *et al.*, (2017) who found that organizational commitment significantly influenced employee performance improvement. Yusrawati *et al.*, (2018) also found that competence influences employee performance in an organization. Finally, Rangkyut *et al.*, (2017) found that work culture influences employee performance.

The Indirect Effects of Commitment, Competency, and Work Culture on Employee Performance via OCB

Table 3 reports the findings on the indirect effects of organizational commitment, employee competency, and work culture on employee performance via OCB using the Sobel test based on the Baron and Keney's (1986) framework. As illustrated in Table 3, OCB is found to have a significant positive mediated effect on the influence of organizational commitment on employee performance with the estimated coefficient of 0.859 at the 1% level of significance. This finding implies that to enhance employee performance, the focus should be given on improving OCB based on promoting of organizational commitment.

Table3. The Indirect Effects

Interactions of variables				Estimate	P-value	
EMP	<---	OCB	<---	CMT	(0.874 x 0.938) = 0.859	0.000
EMP	<---	OCB	<---	CMP	(0.514 x 0.938) = 0.505	0.000
EMP	<---	OCB	<---	WCL	(0.472 x 0.938) = 0.464	0.000

Note: *** indicates significance at the 1% level.

Table 3 also reports that OCB is found to have the significant positive mediated effects of employee competency on employee performance with the estimated coefficient of 0.505 at the 1% level of significance. Additionally, OCB is found to have the significant positive mediated effects of work culture on employee performance with the estimated coefficient of 0.464 at the 1% level of significance. These findings

imply that to enhance employee performance, the focus should be given on improving OCB based on promoting employee competency and work culture.

Since the direct effects of organizational commitment, employee competency, and work culture on employee performance are found to be significant; and the indirect effects of organizational commitment,

employee competency, and work culture on employee performance via the OCB, thus the variable of OCB is found to act at the partially mediated variable. These findings show that any efforts aimed to promote the performance of employees; it should be focused on improving the employee OCB based on the enhancements of the organizational commitment, employee competency, and work culture.

CONCLUSION

This study measured, explored, and analyzed the mediated effect of the organizational citizenship behavior (OCB) on the relationships between organizational commitment, employee competency, and work culture and employee performance at the Financial Management Agency, Aceh Province, Indonesia. Of 231 employees at the agency, 192 of them were selected as the sample of the study using the purposive sampling technique.

Based on the Structural Equation Modeling (SEM) approach, the study documented that organizational commitment, employee competence, and work culture have positive and significant effects on the employees' OCB. Organizational commitment, employee competence, and work culture are also found to have positive and significant effects on employee performance. Finally, the study found the mediated influence of OCB on the influences of organizational commitment, employee competence, and work culture on the performance of the employees. These findings suggested that to promote the employees' performance the focus should be given on improving OCB based on improving employees' commitment, competency, and the organizational working culture.

Further studies on this topic could provide comprehensive findings by considering more antecedents and consequences into the model of analysis. These antecedents and consequences could cover both internal and external aspects affecting the OCB and the performance of employees. Finally, incorporating more organizations both public and private into the analysis would also enrich the existing empirical evidence.

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