

# Improving Employee Performance: The Role Of, Organizational Citizenship Behavior, Organizational Culture, and Commitment

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**Abstract.** The purpose of this research is to identify and analyze the effect of OCB, organizational culture and organizational commitment on employee performance. The research method used in this study is a quantitative method. The population of this study were employees of PT PLN UID in Central Java and the Special Region of Yogyakarta, Indonesia. This study used a sampling technique with a purposive sampling method, and a sample of 95 respondents. The data used in this study is primary information obtained through a questionnaire. The results showed that OCB had no significant effect on employee performance, organizational culture had a significant effect on employee performance, and organizational commitment had a significant effect on employee performance. This research has theoretical and practical implications.

**Keywords:** Organizational Citizenship Behavior, Organizational Culture, Organizational Commitment, Employee Performance.

## INTRODUCTION

Personnel, both individually and in groups, play an important role in the organization. Human resources are one of the most important factors for smooth business operations. The existence of personnel determines the progress of the company. The quality of employees is reflected in their performance, so every company must pay attention to and manage the whereabouts of its employees to improve good performance [1].

Employee performance is a framework of employee behavior that contributes positively or negatively to the achievement of organizational goals. Employee performance is the result of employee work, a management process that can be demonstrated and the results can be measured [2].

Performance can be influenced by organizational citizenship behavior (OCB), organizational culture and organizational commitment. OCB is one of the factors that improve the performance of human resources. OCB is described as improving the lives of employees of an organization. OCB encourages good employee behavior at work, which can later help achieve good results for the company [3]. A high level of employee OCB in an organization affects better social interaction between employees and organizational performance becomes more effective and efficient.

Another factor that can affect employee performance is the company culture. Organizational culture refers to the culture that exists within a company or institution, because these companies or institutions are usually organizational in nature [4].

Organizational commitment is also very important for all employees and cannot be separated from the existing organizational culture. According to [5], organizational commitment is an attitude that reflects employee loyalty to the organization. The better the employee engagement, the higher the employee performance.

## RESEARCH FRAMEWORK

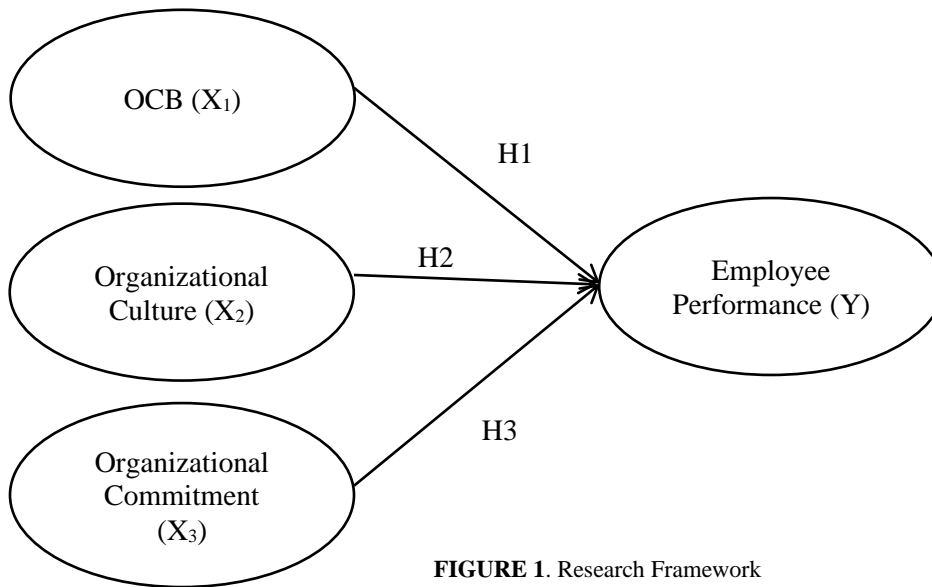


FIGURE 1. Research Framework

## METHODS

This type of research is a quantitative study in which the primary data source is identified through filling out a questionnaire distributed to PT PLN UID staff in Central Java and the Special Region of Yogyakarta. In this study the combined variables consisted of organizational citizenship behavior (X1), organizational culture (X2), and organizational commitment (X3) to employee performance (Y). The population of this study were employees of PT PLN UID Central Java & Yogyakarta Special Region with a sample of 95 employees. The sampling technique for this study used a purposive sampling method with the following sample selection criteria:

(1) Permanent employees of PT PLN UID Central Java & DIY, (2) Minimum age of 21 years, (3) Minimum D3 education, (4) Minimum 1 year work experience.

The research model used in this study is multiple linear regression analysis using the SPSS program. The independent variables are organizational citizenship behavior (X1), organizational culture (X2), and organizational commitment (X3). While the dependent variable is employee efficiency (Y). The research model used is as follows:

$$Y = \alpha + \beta_1.X1 + \beta_2.X2 + \beta_3.X3 + e \tag{1}$$

Information :

- $\alpha$  = Alpha constant
- Y = Employee Performance
- $\beta_1, \beta_2, \beta_3$  = Regression Coefficient
- X1 = Organizational Citizenship Behavior
- X2 = Organizational Culture
- X3 = Organizational Commitment
- e = Error

## RESULTS AND DISCUSSION

### VALIDITY TEST

According to [6] The validity test is an instrument to determine the reliability of a questionnaire. Factor analysis was performed to evaluate the questionnaire used in this study. The validity test of this study involved 95 respondents from PT PLN UID Central Java and the Special Region of Yogyakarta. This study uses factor analysis techniques, where each indicator is considered valid if the loading factor value is > 0.4. To measure sample adequacy, the KMO

value also indicates that if the KMO value is > 0.5, then the sample is considered sufficient and feasible for further testing (see **TABLE 1**)

**TABLE 1.** Validity Test Results

Variabel	KMO	Sample Adequacy KMO >0,5	Indikator	Component Matrix	Explanation
ORGANIZATIONAL CITIZENSHIP BEHAVIOR	0,820	SUFFICIENT	X1.1	0,803	Valid
			X1.2	0,854	Valid
			X1.3	0,708	Valid
			X1.4	0,729	Valid
			X1.5	0,884	Valid
			X1.6	0,822	Valid
			X1.7	0,800	Valid
			X1.8	0,805	Valid
			X1.9	0,891	Valid
			X1.10	0,867	Valid
ORGANIZATIONAL CULTURE	0,769	SUFFICIENT	X2.1	0,809	Valid
			X2.2	0,792	Valid
			X2.3	0,852	Valid
			X2.4	0,678	Valid
			X2.5	0,664	Valid
			X2.6	0,752	Valid
			X2.7	0,829	Valid
ORGANIZATIONAL COMMITMENT	0,721	SUFFICIENT	X3.1	0,699	Valid
			X3.2	0,465	Valid
			X3.3	0,709	Valid
			X3.4	0,786	Valid
			X3.5	0,753	Valid
			X3.6	0,757	Valid
			X3.7	0,710	Valid

**RELIABILITY TEST**

According to [6] validity test is a tool used to determine the reliability of a questionnaire. Measuring the reliability test using the Cronbach's Alpha method, where an instrument is said to be reliable if the value of Cronbach's Alpha  $\geq$  0.6. The following output results on the reliability test of organizational citizenship behavior variables, organizational culture, organizational commitment and employee performance (see **TABLE 2**)

**TABEL 2.** Reliability Test Results

Variable	Cronbach's Alpha	Alpha Standart	Explanation
Organizational Citizenship Behavior (X1)	0,863	0, 6	Reliabel
Organizational Culture (X2)	0,825	0, 6	Reliabel
Organizational Commitment (X3)	0,702	0, 6	Reliabel
Employee Performance (Y)	0,780	0, 6	Reliabel

## RESEARCH MODEL TEST RESULTS

### FTEST

According to [7], the F test is used to test how much influence the independent variables have on the dependent variable at the same time. The regression model is considered usable if the significance value of  $F \leq 0.05$ . Independent variables have a joint effect on the dependent variable (see **TABLE 3**).

**TABLE 3.** F Test Results

Independent Variable	Dependent Variable	F	Sig.
Organizational Citizenship Behavior (X1)	Employee Performance (Y)	33,064	0,000
Organizational Culture (X2)			
Organizational Commitment (X3)			

Based on Table 3 it can be concluded that organizational citizenship behavior, organizational culture, and organizational commitment simultaneously influence employee performance. This states the model can be used for further analysis.

### COEFFICIENT OF DETERMINATION (R2)

The coefficient of determination (R2) measures the model's ability to explain variations in the independent variables. The coefficient of determination is between zero and one. If the R2 value obtained is close to one, it means that the independent variable provides the information needed to predict the variation of the dependent variable. Conversely, if the value of R2 is lower, it means that the model used to explain the dependent variable is getting weaker [7] (see **TABLE 4**).

**TABLE 4.** Results of the Coefficient of Determination (R2)

Model	R	R Square	Adjust R Square	Std. Error of the Estimate
1	0,722 <sup>a</sup>	0,522	0,506	1,05326

Based on the results of data processing the coefficient of determination (R2) that has been carried out by researchers, it can be seen in **TABLE 4**. From the results of research and data processing, it shows that the Adjusted R Square value obtains a value of 0.506, which means that all independent variables (organizational citizenship behavior, organizational culture, and organizational commitment) are able to explain the dependent variable (employee performance) of 50.6%.

### T TEST

Based on the results of data processing, the coefficient of determination (R2) made by the researchers is shown in Table 4. From the results of the research and data processing, the Adjusted R Square value obtained a value of 0.506, which means that all independent variables (organizational citizenship behavior, organizational culture, and organizational commitment) are able to explain the dependent variable (employee performance) of 50.6% (see table 5).

**Table 5.** T test results

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.	Ket.
	B	Std. Error	Beta			
(Constant)	5,949	1,453		4,094	0,000	
Organizational Citizenship Behavior (X1)	0,068	0,038	0,175	1,785	0,078	Rejected
Organizational Culture (X2)	0,281	0,052	0,495	5,377	0,000	Accepted

Organizational Commitment (X3)	0,011	0,051	0,184	2,155	0,034	Accepted
Variabel Dependent: Employee Performance (Y)						

Based on the table above the results of the hypothesis test (t test) can be explained as follows:

1. H1: Organizational Citizenship Behavior has no effect on Employee Performance. Based on table 5, it is known that Organizational Citizenship Behavior has a beta value of 0.175 and a significant value of  $0.078 \geq 0.05$ . This means that Organizational Citizenship Behavior (X1) has no effect on Employee Performance (Y), thus hypothesis 1 is rejected. However, if the researcher uses a significant value at 10%, the results show that OCB has a significant effect on employee performance.
2. H2: Organizational Culture influences Employee Performance
3. Based on table 5, it is known that Organizational Culture has a beta value of 0.038 and a significant value of  $0.000 \leq 0.05$ . This means that Organizational Culture (X2) has a significant effect on Employee Performance (Y), thus hypothesis 2 is accepted.
4. H3: Organizational Commitment has no effect on Employee Performance
5. Based on table 5, it is known that Organizational Commitment has a beta value of 0.184 and a significant value of  $0.034 \leq 0.05$ . This means that Organizational Commitment (X3) has a significant effect on Employee Performance (Y), thus hypothesis 3 is accepted.

## DISCUSSION

Based on the research and data processing carried out, it can be seen that OCB has no effect on employee performance. with a standardized beta coefficient of 0.175 and a significance value of  $0.078 \geq 0.05$ . From this it can be concluded that H1 is rejected because OCB has no effect on employee performance. However, when researchers use a significance value of 10%, the results show that OCB has a significant effect on employee performance.

Based on the research results, organizational culture has a significant effect on employee performance with a beta value of 0.038 and a significant value of  $0.000 \leq 0.05$ . This means that corporate culture (X2) has a significant effect on employee performance (Y). These results strengthen the research of [8] with the conclusion that organizational culture has a significant effect on performance.

This study also found that organizational commitment has a significant effect on performance, with a beta value of 0.184 and a significant value of  $0.034 \leq 0.05$ . This means that organizational commitment (X3) has a significant effect on employee performance (Y). These results confirm the research of [1] which shows that commitment has a significant effect on employees. This shows that good organizational culture and commitment improve employee performance. However, OCB is also significant when you use a significant value of 10% .

## CONCLUSIONS

Based on the research and discussion of the researchers, it can be concluded that Organizational Citizenship Behavior (OCB) has no effect on performance. However, when researchers use a significance value of 10%, the results show that OCB has a significant effect on employee performance. Organizational culture and commitment have a significant positive effect on employee performance. This shows that corporate culture and high level commitment can affect employee performance.

The results of this study present limitations in the research conducted, namely the basic data used by researchers were obtained through distributing questionnaires, which were then collected to the authors, with questionnaire responses voluntarily and depending on the respondent's perceptions. As a result, researchers cannot fully control the sincerity and honesty of respondents by choosing the right answer to describe the situation and reality.

Based on the results of the research conducted, this study has theoretical implications, namely the results of this study strengthen the theoretical construction of the relationship between OCB, organizational culture, organizational commitment and employee performance.

Based on the results of the research conducted, the research results have practical implications, namely the ability to make a significant contribution to agency management in implementing performance evaluation policies, especially in the working area of PT PLN UID Central Java and the Special Region of Yogyakarta. Based on the results of this study, organizational culture and organizational commitment have an impact on improving employee performance

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