

# The Mediating Role of Employee Commitment: The Influence of Organizational Citizenship Behavior (OCB) on Employee Performance

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## ARTICLE INFO

### Article

#### history:

Received  
November  
Accepted  
December

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### Keywords

Organizational  
citizenship  
behavior,  
employee  
commitment,

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## A B S T R A C T

Every organization must improve its performance, whether it is a government or private organization. Improving performance is important in an effort to achieve previously designed goals in an organization. This study aims to determine the effect of organizational citizenship behavior (OCB) on employee performance with commitment as an intervening variable on employees of the Jember Regency Health Office. This study is a type of comparative causal research. The data used in this study are primary data. The population in this study were employees at the Jember Regency Health Office who have the status of State Civil Apparatus (ASN and PPPK) including employees of the Health Center and UPTD as many as 1,531 people. The sample was determined by the Slovin formula as many as 100 respondents. Descriptive analysis and inductive analysis were carried out to achieve the stated goals. The results of the study stated that organizational citizenship behavior (OCB) had a positive and significant effect on employee commitment and employee performance. Employee commitment had a positive and significant effect on employee performance. Organizational citizenship behavior (OCB) had a positive but not significant effect on employee performance through employee commitment.

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## 1. Introduction

Every government agency is interested in the best performance that can be produced by the series of systems that apply in the organization. Human resource management is one of the key factors to get the best performance, because in addition to handling the problem of skills and expertise, human resource management is also obliged to build conducive employee behavior to achieve the best performance. Every organization must be able to organize its organization in order to survive the increasing competition, be it a government organization or a private organization. With every organization required to improve performance, be it individual employee performance or group performance or organizational performance.

According to (Griffin et al., 2016), The definition of performance is a combination of various aspects such as technical skills, interpersonal skills, motivation, and adaptability, all of which contribute to the achievement of organizational goals. Every organization must have a direction and goals in accordance with the vision that has been set. Achieving organizational goals can be achieved by involving all available resources to optimize their functions. (Qomariah, 2020). There are internal

factors and also external factors that can increase employee performance and also organizational performance. Internal factors can come from human resources in the organization such as organizational citizenship behavior (OCB) and also organizational commitment.

According to (Luthans, 2018), OCB is an action or behavior that supports the social and psychological environment in which task performance is revealed. The behavior of each employee in the organization will have an impact on the performance of each employee. Good behavior that likes to provide assistance outside of existing regulations will also have a positive impact on the environment in an organization. Research conducted by (Hermanto & Srimulyani, 2022), (Hidayah & Harnoto, 2018; Vipraprastha et al., 2018), The result is that there is a positive influence of OCB on employee performance. On the other hand, research on (Chelagat et al., 2015; Jufrizen et al., 2020; Kurniawan et al., 2019; Luthfi et al., 2021; Novelia et al., 2016; Putri & Utami, 2017; Sari & Sus, 2015; Singh et al., 2019; Suzanna, 2017) also stated that OB can improve employee performance. Meanwhile, research by (Agustiningih et al., 2016) stated that OCB has no significant effect on performance.

In addition to having an impact on performance, OCB owned by employees can also increase employee commitment to the company to remain loyal to the organization that has raised them. OCB behavior is employee behavior that goes beyond the duties given by the organization, such as helping coworkers who need help when completing tasks. If someone has a behavior that likes to help coworkers, indirectly he has contributed to the organization so that the organization runs as expected, namely being able to provide the best for employees. Research on the influence of OCB on is still very little done, therefore researchers are interested in conducting research again that has been done by (Hasani et al., 2013) where the result is that OCB has an impact on organizational commitment. Furthermore, research on (Darmawati & Indartono, 2018) also stated that OCB has an impact on organizational commitment.

Employee commitment is an attitude that shows a desire to help the organization achieve its goals and improve organizational performance. (Arifin, 2019). According to Mathis et al. (2019), Employee commitment is the desire to maintain a working relationship with the organization where he works and carry out the tasks and responsibilities given to the maximum. From the theoretical development of employee commitment above, the results of previous research referred to are the results of research (Hendrawan et al., 2023), (Sabtohadhi, 2019), (Kurniawan et al., 2022), (Najma et al., 2022), (Sungu et al., 2019), and (Ridwan, 2020), (Arinaldi et al., 2017; Badrianto & Astuti, 2023; Đorđević et al., 2020; Irefin & Mechanic, 2022; Mahfouz et al., 2021; Nainggolan et al., 2020; Parinding, 2017; Uniati, 2014) which shows that commitment has an effect on performance. However, there are also several studies that show different results. Research Diansyah et al. (2020) convey that commitment does not affect performance. Research (Sudama, 2022), (Ratnasari et al., 2021), dan (Ramadona et al., 2021), shows that commitment has no significant effect on performance..

This research will be conducted at the Jember Regency Health Office. The Jember Regency Health Office has a benchmark that can be used to assess organizational performance. The performance achievement of the Jember Regency Health Office refers to strategic targets, Key Performance Indicators (KPI) and achievement targets that are assessed within a period of one year. The performance achievement of the Jember Regency Health Office in the last 2 (two) years, namely 2022 and 2023. is still relatively low due to the fact that the supporting tasks and functions of the Jember Regency Health Office are still inadequate, and the performance improvement program has not met the target. In addition, from the results of previous studies, there is a research gap, namely that there are inconsistent results between the research used, namely between OCB and organizational commitment and employee performance. Therefore, the purpose of this study is to determine the impact of OCB on organizational commitment and employee performance at the Jember Regency Health Office.

## 2. Literature Review

### Organizational Citizenship Behaviour (OCB)

According to (Luthans, 2018), OCB is an action or behavior that supports the actions that support the social and psychological environment in which task performance is revealed. Individual OCB (OCBI) can affect individual tendencies as well as individual adaptation to the perceived benefits of this type of behavior. According to (Podsakoff et al., 2018), Since two individuals exhibiting the same OCB behavior, there is no indication that it stems from the same motivation. Thus, of two individuals exhibiting civility, one may be motivated by image management, and the other by concern for the work climate. Organizational OCBO (OCBO) has two categories when it comes to contributing to the organization: affiliation and challenge. Affiliation OCB supports existing processes to maintain the current state of work, while challenge OCB is directed at changing the current state of work by voicing concerns, taking the initiative to make changes, or improving existing processes and relationships (Podsakoff et al., 2018).

### Organizational Commitment

The definition of organizational commitment can be interpreted as a condition where employees are very interested in the goals, values, and objectives of their organization. (Luthans, 2014). On the other hand, organizational commitment can be more than just formal membership, because it includes an attitude of liking the organization and a willingness to exert high levels of effort for the benefit of the organization in order to achieve its goals. According to (Wibowo, 2016), Organizational commitment can be interpreted as an individual who identifies himself with the organization and is bound by its goals. Organizational commitment can also be interpreted as an employee's decision to continue his membership in the organization by wholeheartedly accepting the organization's goals and giving the best contribution to the progress of his organization (Siagian, 2015).

### Employee Performance

According to (Griffin et al., 2016), The definition of performance is a combination of various aspects such as technical skills, interpersonal skills, motivation, and adaptability, all of which contribute to the achievement of organizational goals. Performance can also be interpreted as the results of work, both in quality and quantity, achieved by a person in carrying out tasks according to the responsibilities given. (Mangkunegara, 2020). Meanwhile, according to (Dessler, 2016), The definition of performance is a comparison between work results and established standards.

### Research Concept Framework

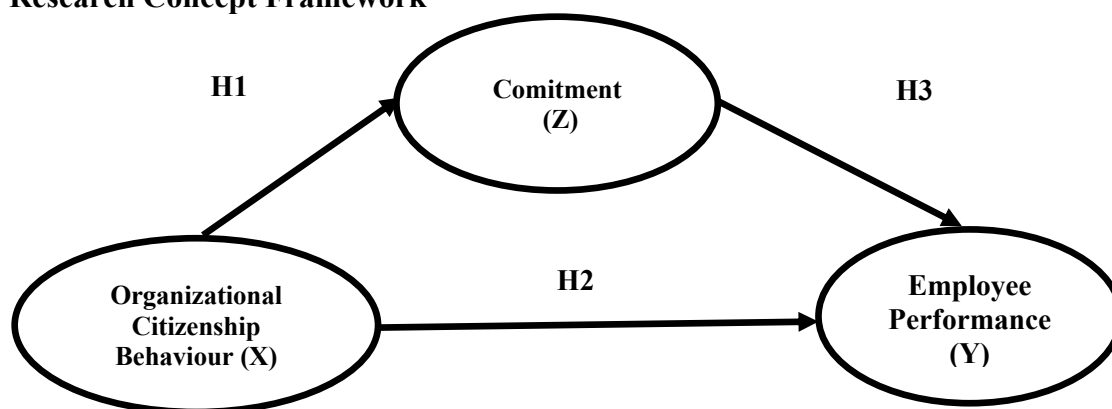


Figure 1. Research Concept Framework

## Research Hypothesis

- H1: Organizational citizenship behavior has a positive effect on employee commitment.  
H2: Organizational citizenship behavior has a positive effect on employee performance.  
H3: Employee commitment has a positive effect on employee performance.

## 3. Research Method

The design of this study is a comparative causal study. The data used in this study are primary data. The population in this study were employees at the Jember Regency Health Office who have the status of State Civil Apparatus (ASN and PPPK) including employees of the Health Center and UPTD as many as 1,531 people. The sample was determined by the Slovin formula as many as 100 respondents.

**Table 1. Identification of Research Variable Measurement**

No	Variable	Indicator
1	Organizational Citizenship Behavioral (X)	a. Altruism b. Consientiousness c. Sportmanship d. Kindness e. Civic Virtue
2	Employee Commitment (Z)	a. Affective Commitment b. Normative Commitment c. Continues Commitment
3	Employee Performance (Y)	a. Efective b. Efficient c. Quality d. Ontime e. Productivity f. Safety

The analytical tools used in this study are descriptive analysis, validity and reliability tests, and hypothesis testing.

## 4. Results

### Descriptive Analysis of Demographics of Research Respondents

Research respondents were employees at the Jember District Health Office. An overview of the demographic statistics of respondents can be seen in

**Table 2. Table 2. Descriptive Statistics of Respondent Demographics**

Kriteria		Frequency (people)	Percentage (%)
Gender	Man	41	41,0
	Woman	59	59,0
	Total	100	100,0
Age	< 30 years	19	19,0
	30 – 50 years	68	68,0
	>50 years	13	13,0

	Total	100	100,0
Education	SMA	30	30,0
	DIII	17	17,0
	S1	46	46,0
	S2/S3	7	7,0
	Total	100	100,0
Rank/Group	I	1	1,0
	II	8	8,0
	III	28	28,0
	IV	5	5,0
	Non ASN	58	58,0
	Total	100	100,0
Years of service	< 10 years	45	19,0
	10 – 20 Years	39	41,0
	>20 years	16	40,0
	Total	100	100,0

Based on Table 2, it can be stated that most of the respondents in this study were employees at the Jember Regency Health Office, female (59.0%), aged between 30 - 50 years (68.0%), had a bachelor's degree (46.0%), non-ASN (58.0%), and had a work period of less than 10 years (45.0%).

### Validity Test Results

According to (Ghozali, 2015), Validity test is a technique to measure the extent to which the measuring instrument used can actually measure what is to be measured. In research, validity testing is important to ensure that the instrument used can measure what is to be measured correctly. The results of the validity test in this study produced loading factor values above for all indicators in this study, so that all indicators meet the validity test requirements

### Reliability Test Results

According (Solimun, 2011), Reliability test is a technique in measuring the extent to which the instrument used can produce consistent results at different times. In this study, the results of the reliability test seen from the Ronbach alpha value showed a number above 0.7 so that all variables met the required values.

### Hypothesis Testing Results

From the appropriate model, each path coefficient can be interpreted. Detailed path coefficient testing is presented in Table 3 below.

**Table 3. Hypothesis Test Results**

Relationship Between Research Variables	Koefisien Jalur	P-value	Results
Organizational citizenship behavior (X) → Employee Commitment (Z)	0,207	0,031	H1 Accepted
Organizational citizenship behavior (X) → Employee Performance (Y)	0,318	0,002	H2 Accepted
Employee Commitment	0,325	0,015	H3 Accepted

(Z) → Employee Performance (Y)			
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Based on Table 3, organizational citizenship behavior has a significant effect on employee commitment. Organizational citizenship behavior and employee commitment have a significant effect on employee performance.

## 5. Discussion

### The Influence of Organizational Citizenship Behavior on Employee Commitment

The results of the analysis show that the organizational citizenship behavior variable has a positive and significant effect on employee commitment. This can be explained that the better the organizational citizenship behavior, the better the employee commitment. Referring to these results, it can be stated that aspects related to organizational citizenship behavior include employees who are happy to provide orientation to new employees; employees will help coworkers if they need it at any time at work; employees will help coworkers, even during break time; employees will help coworkers to do their jobs if there is work that has not been completed will complete the task based on office procedures; employees will try to explain information to coworkers, if they need information; employees always make a work plan list in advance so that they can complete the work properly; employees will come to the office before work hours; and employees will complete it seriously, if there is additional work given by superiors is a factor that determines the creation of employee commitment.

Extra role performance greatly determines the effectiveness of the organization, in order to improve organizational performance which will ultimately have an impact on the survival and progress of the organization, especially in today's volatile business environment (Yaakobi & Weisberg, 2020). Extra-role constructs have been conceptualized into various operationalization research variables, especially Organizational Citizenship Behavior (OCB). Luthans et al. (2021) define OCB as individual behavior that is discretionary, does not directly and explicitly receive rewards from the formal system, and its overall effectiveness drives organizational function. It is free and voluntary; because the behavior is not required by role requirements or job descriptions but as a personal choice. An important aspect whose existence is influenced by OCB is organizational commitment. According to Uhl-Bien et al. (2020), The higher the employee's OCB, the better the employee's organizational commitment. Employee commitment, which is the employee's pride in the organization and the thickness of the bond between employees and the organization, is believed to be able to be increased by employee OCB. The existence of OCB is a hope for the realization of employee commitment. The logical reason underlying that employees with OCB will hold positive values that are marked by commitment to the organization and will improve work performance (Podsakoff et al., 2018). Another explanation for why commitment forms should be related to outcomes follows the exchange approach. Employees who experience positive exchanges with the organization will reciprocate with higher levels of commitment, which will motivate them to contribute to the organization in other ways, such as through better performance or higher levels of OCB. (Nikkhah & Niya, 2019). Research that is in line with this research is research conducted by (Darmawati & Indartono, 2018; Hasani et al., 2013) which states that OCB has an impact on organizational commitment.

### The Influence of Organizational Citizenship Behavior on Employee Performance

The results of the analysis show that the organizational citizenship behavior variable has a positive and significant effect on employee performance. This can be explained that the better the organizational citizenship behavior, the better the employee performance. Referring to these results,



it can be stated that aspects related to organizational citizenship behavior include employees who are happy to provide orientation to new employees; employees will help coworkers if they need it at any time in their work; employees will help coworkers, even during break time; employees will help coworkers to do their jobs if there is work that has not been completed will complete the task based on office procedures; employees will try to explain information to coworkers, if they need information; employees always make a work plan list in advance so that they can complete the work properly; employees will come to the office before work hours; and employees will complete it seriously, if there is additional work given by superiors is a factor that determines the creation of employee commitment is a factor that determines the achievement of optimal employee performance.

Organizational Citizenship Behavior (OCB) is prosocial behavior or extra actions that exceed the role descriptions set by an organization. Meanwhile, according to Yaakobi & Weisberg (2020), Organizational Citizenship Behavior (OCB) is a voluntary behavior that is visible and observable which is based on a dominant motive/value. OCB is a voluntary behavior that is visible and observable, which is based on a dominant motive or value and can also be based on external rewards and punishments given by the company.

Successful organizations need employees who will go beyond their formal duties and are willing to deliver performance that exceeds expectations. Organizations want employees who are willing to perform tasks that are not in their job descriptions. Furthermore, Yaakobi & Weisberg (2020) presenting facts that show that organizations that have employees who have good OCB (Organizational Citizenship Behavior), will have better performance than other organizations. Positive employee behavior will be able to support individual performance and organizational performance for better organizational development (Luthans et al., 2021). Research that is in line with this research was conducted by (Setyowati et al., 2021; Thamrin et al., 2024)(Rusmayanti et al., 2022), (Chandra et al., 2020; Qomariah et al., 2023; Tantra et al., 2024; Wiguna et al., 2022) which states that OCB has an impact on employee performance.

### **The Influence of Employee Commitment on Employee Performance**

The results of the analysis show that the employee commitment variable has a positive and significant effect on employee performance. This can be explained that the better the employee commitment, the better the employee performance. Referring to these results, it can be stated that aspects related to employee commitment include employees will feel very happy spending their careers in the office; employees feel problems if they occur in the office; employees feel like they are part of the family in the office; employees find it difficult to leave the office because they are afraid of not getting job opportunities elsewhere; employees feel they are at a loss if they leave the office; employees find it difficult to get a job with a good income like their current job; employees feel that the office has done a lot for their lives; employees feel that they have not made many contributions to the office; and employees are worthy of loyalty to the office are factors that determine the achievement of optimal employee performance.

Organizational commitment is an effort to identify oneself and involve oneself in an organization and hope to remain a member of the organization. (Luthans et al., 2021). Organizational commitment is needed as one of the things that affect employee performance. High organizational commitment to employees will usually increase high performance and at the same time can reduce the level of absence and vice versa if an employee has a low level of commitment then his performance is also low (Solong, 2020).

According Wibowo, (2019) basically employees want to contribute to achieving organizational goals, values, and targets. Commitment to the organization means more than just formal membership, because it includes an attitude of liking the organization and a willingness to strive for a high level of effort for the benefit of the organization in order to achieve goals. Organizational commitment is the nature of the relationship between individuals and work

organizations, where individuals have self-confidence in the values and goals of the work organization, a willingness to use their efforts seriously for the benefit of the work organization and have a strong desire to remain part of the work organization. This will foster the development of organizational commitment. Moreover, if there are many things that can provide welfare and security guarantees that support work activities so that they can work enthusiastically, more productively and efficiently in carrying out their duties. Research that is in line with this research is conducted by (Basyah et al., 2022; Galih et al., 2023; Rahmadani et al., 2020), (Maryani et al., 2022), (Arinaldi et al., 2017; Badrianto & Astuti, 2023; Đorđević et al., 2020; Ireñin & Mechanic, 2022; Mahfouz et al., 2021; Mastur, 2021; Nainggolan et al., 2020; Parinding, 2017; Uniati, 2014) which states that commitment has an impact on performance.

### **The Influence of Organizational Citizenship Behavior on Employee Performance Through Employee Commitment**

The results of the analysis show that the organizational citizenship behavior variable has a positive but insignificant effect on employee performance through employee commitment. In this case, employee commitment does not play an intervening role in the influence of organizational citizenship behavior on employee performance. Thus, the influence that occurs in organizational citizenship behavior on employee performance at the Jember Regency Health Office is a direct influence without involving work commitment as a mediator. Organizational Citizenship Behavior (OCB) is more related to the manifestation of a person as a social being. OCB is a form of voluntary activity from members of the organization that supports the function of the organization so that this behavior is more altruistic which is expressed in the form of actions that show an attitude of selflessness and concern for the welfare of others (Yaakobi & Weisberg, 2020). Organizational Citizenship Behavior can arise from various factors within an organization, including organizational commitment from employees (Uhl-Bien et al., 2020).

Employees with a high commitment to their organization will do anything for the success of their workplace because they have confidence in their organization. (Wibowo, 2019). Organizational commitment is the perception of organizational policies, practices and procedures that are felt and accepted by individuals in the organization. (Luthans et al., 2021). When the assessment of this concept of commitment is felt and accepted by the majority of people in the workplace, it is called organizational commitment (Rivai, 2019). Employees who are committed to the company will feel satisfied with their work and are willing to do anything for the progress of the company.

### **6. Conclusion and Suggestions**

The conclusion of this study refers to the test results that found that organizational citizenship behavior (OCB) has a positive and significant effect on employee commitment and employee performance. Employee commitment has a positive and significant effect on employee performance. Organizational citizenship behavior (OCB) has a positive but insignificant effect on employee performance through employee commitment. This study is only limited to testing a model involving Organizational citizenship behavior (OCB) in explaining employee commitment and performance. The next limitation is related to the need for a questionnaire involving qualitative aspects to explain how Organizational citizenship behavior (OCB) affects employee commitment and performance. The findings of this study provide practical implications, namely that institutions are required to be able to manage aspects of organizational citizenship behavior (OCB). This aspect will be an important capital for institutions to encourage the achievement of employee commitment and performance optimally. While the theoretical implications, this study opens up opportunities for future research agendas to develop existing concepts related to organizational behavior, especially employee commitment and performance such as leadership, talent management.



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