

The Influence of *Organizational Citizenship Behavior (OCB)* and *Organizational Commitment* on Employee Performance in the Representative Office of BKKBN of Bangka Belitung Islands Province

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Article Information	Abstract
Article History: Received: February 2024 Accepted: March 2024 Published: March 2024	This study aims to investigate and assess the impact of OCB and organizational commitment on employee performance within the Representative Office of BKKBN of Bangka Belitung Islands Province. Employing a quantitative methodology and utilizing questionnaires as data collection tools, the research utilized a saturated sampling method, encompassing all employees as the study's sample, comprising a total of 104 respondents. The investigation employed multiple linear regression analysis to examine the influence of OCB and organizational commitment on employee performance. The findings suggest that both OCB and organizational commitment exert a positive and statistically significant impact on employee performance, whether considered independently or concurrently. The findings of this study offer insights into factors influencing employee performance and offer practical recommendations for management to enhance OCB and organizational commitment, thereby improving overall employee performance.
Keywords: Organizational Citizenship Behavior (OCB), Organizational Commitment, Employee Performance	
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INTRODUCTION

In the development of an organization, human resources are the most important factor in supporting the sustainability of the organization (Elbadiansyah, 2019; Hanggraeni, 2012). As explained by Boone & Kurt (2007), this can be achieved if the organization is based on four basic inputs, including natural resources, capital, human resources, and entrepreneurship. There are various resources within an organization, but the most important and strategically positioned resource is human resources (Febrian et al., 2022; Laili, 2016; Rahardjo, 2022; Wahjono, 2015). The absence of human capital renders other organizational resources futile, impeding their effective utilization and management.

Employees within an organization are expected to actively contribute to achieving the organization's goals. The organization must strive to grow and develop robustly while anticipating any potential changes that could threaten its sustainability. Among the avenues toward this end lies the enhancement of employee performance. Individual performance intricately intertwines with one's behavioral patterns, thereby exerting implications on task execution and responsibilities. Quality resources can be measured through high productivity and demonstrated good performance (Busro, 2018; Sakban et al., 2019). Performance is defined as the

outcomes achieved by an individual in carrying out assigned tasks (Arianty, 2014; Hasibuan, 2016; Shaleh & Firman, 2018).

According to Mangkunegara (2011), two factors contribute to employee performance when executing their responsibilities, including individual factors and organizational environmental factors. When employees display elevated levels of organizational commitment and demonstrate OCB, organizations have the potential to optimize and augment their performance in task execution. OCB and commitment are crucial attitudes to cultivate in order to drive organizational development. To improve organizational performance, it requires not only employees with standard performance capable of fulfilling their tasks and responsibilities but also those who exhibit extra performance who can provide services beyond their duties and functions willingly (Andayani & Tirtayasa, 2019; Budianto & Katini, 2015; Edison et al., 2016; Lina, 2014).

OCB is a term used to describe employees who provide added value to their assigned tasks as well as additional advantages to the organization. OCB is defined as employees' readiness to undertake responsibilities beyond their primary tasks within an organization, hence also known as extra-role behavior (Organ et al., 2005). According to Walz & Niehoff (2000), there exists a correlation between Organizational Citizenship Behavior and performance. It is asserted that employees demonstrating OCB enhance the level of organizational effectiveness. This aligns with the results of a study conducted by Nufus (2011) which identified a notable impact of OCB components on employee performance.

Not only OCB, another factor related to employee performance is organizational commitment. As part of the organizational workforce, employees are anticipated to fulfill their responsibilities competently while also demonstrating loyalty and commitment to the organization's future, and being prepared to aid the organization in attaining its objectives. Commitment reflects a strong desire to remain within an organization, to work hard in line with the organization's wishes, and belief in the acceptance and goals of the organization (Tolentino, 2013). Organizational commitment is an attitude that indicates employees' allegiance to the organization, representing a process where members of the organization prioritize the organization's goals, striving for its future success. (Luthans, 2011). Organizational commitment comprises three dimensions, including affective, continuance, and normative commitment (Sopiah, 2008). These dimensions depict various aspects and motivations of individuals in maintaining their attachment to the organization.

Organizational commitment is essential as an indicator for evaluating employee performance within a company. The greater the level of commitment, the more inclined an individual is to engage in behaviors that align with employee performance (Chughtai & Zafar, 2006; Fitriastuti, 2013). Research conducted by Ticoalu (2013), concludes that both OCB and organizational commitment collectively have a significant impact on employee performance. When an organization encourages its employees to adhere to workplace values and rules and demonstrates behavior that helps and maintains good relationships with colleagues, this provides a greater opportunity to enhance employee competence and ultimately affects work outcomes and organizational goal achievement. A similar condition also occurs in the Representative BKKBN of the Bangka Belitung Islands Province.

BKKBN (National Population and Family Planning Board) focuses on managing population growth and promoting family planning initiatives nationwide. It was established to address population-related issues, improve family welfare, and implement and advocate for family planning programs. In 2020, the Representative Office of BKKBN of Bangka Belitung Islands Province executed all activities outlined in the annual activity plan, aligning with the Ministry and Institution Work Plan and Budget (Rencana Kerja dan Anggaran Kementerian/Lembaga). The budget absorption for this institution reached 95%. However, this relatively high budget absorption was not accompanied by an improvement in the performance of this institution, as evidenced by the increase in the Total Fertility Rate (TFR) compared to 2019. TFR serves as one of the performance indicators for all Representative Office of BKKBN in Indonesia. The rise in TFR indicates issues related to employee performance within the Representative Office of BKKBN of Bangka Belitung Islands Province. This suggests that there are still employees who have not fully utilized their abilities to enhance the performance of the institution.

Research on OCB, organizational commitment, and their influence on employee performance has been extensive. However, literature specifically examining these variables in the context of government agencies, especially related to population and family planning, is limited. Previous studies have not fully encompassed the unique organizational dynamics, particularly within the Representative Office of BKKBN of Bangka Belitung Islands Province. Additionally, previous research has not specifically explored the contributions of OCB and organizational commitment to employee performance in government agencies focusing on population and family planning policy. Therefore, this study will examine the extent to which these factors interact and impact employee performance, considering different object and regional contexts. This research aims to test and analyze the impact of OCB and organizational commitment on employee performance in the Representative Office of BKKBN of Bangka Belitung Islands Province. In line with this aim, the hypotheses of this research propose that OCB and organizational commitment have positive and significant effect on employee performance. By identifying and addressing these gaps, this study can provide additional insights into the factors influencing employee performance, particularly within this institutions.

RESEARCH METHOD

Population and Sample

In this study, the researcher considers all civil servant at the Representative Office of BKKBN of Bangka Belitung Islands Province as the population. The civil servant of this institutiin consist of employees stationed at the provincial office, as well as family planning counselors who placed in each district in the seven Regencies and Cities in the Bangka Belitung Islands Province. In determining the research sample, the researcher used a non-probability sampling method employing a saturated sampling technique (census) that encompasses the entire population as the research sample. With this sampling technique, all civil servant at the Representative Office of BKKBN of Bangka Belitung Islands Province, totaling 104 employees, were selected as the research sample.

Data Collection and Research Instrument

This study is a quantitative research that utilizes primary data collected through a research questionnaire. The research questionnaire in this study was disseminated via the Google Form platform to facilitate the researcher in recruiting research respondents. The response rate of the questionnaire in this study was 100%, indicating that all research samples completed the research questionnaire (104 respondents). The research questionnaire is divided into four parts, including demographic characteristics of the research respondents, OCB variables, organizational commitment variables, and employee performance variables. The first part of the research questionnaire pertains to the demographic characteristics of the research respondents, encompassing gender, age, highest education level, job position, and length of employment. Subsequent sections contain questionnaires related to research variables, including OCB, organizational commitment, and employee performance, measured using several research instruments developed by experts. The research instrument on this study is presented in Table 1. A Likert scale of 1-5 (strongly disagree-strongly agree) was used to evaluate respondent answers (Sugiyono, 2013).

Table 1. Research Instrument

Variable	Dimension/Indicator	Source
Organizational Citizenship Behavior (OCB)	1. Altruism 2. Conscientiousness 3. Sportsmanship 4. Courtesy 5. Civic Virtue	Organ et al. (2005)
Organizational Commitment	1. Affective Commitment 2. Continuance Commitment 3. Normative Commitment	Sopiah (2008)
Employee Performance	1. Quantity of Output 2. Quality of Output 3. Timeliness of Output 4. Attendace 5. Ability to Cooperate	Mathis et al. (2016)

Source Organ et al. (2005); Sopiah (2008); Mathis et al. (2016)

Data Analysis

This research employs a quantitative approach, utilizing primary data in the form of questionnaires, to investigate the impact of OCB and organizational commitment on employee performance. In processing the data, the researcher employed the IBM SPSS Statistics 25 application. The statistical tests conducted in this research include descriptive statistical analysis, research instrument testing (validity and reliability tests), classic assumption tests (normality test, multicollinearity test, and heteroscedasticity test), multiple linear regression analysis, coefficient of determination analysis (Adjusted R Square), and hypothesis testing (t-test and F-test). Below is the multiple regression model used in this study:

$$EP = \beta_0 + \beta_1 OCB + \beta_2 OC + e \tag{1}$$

Note:

- EP = Employee Performance
- OCB = *Organizational Citizenship Behavior*
- OC = Organizational Commitment
- β = Regression Coefficient
- e = Standard of Error

RESULTS AND DISCUSSION

Results

The role of human resources is crucial in determining the success of an organization. Employees who demonstrate high performance and strong commitment to the organization have a significant positive impact on achieving organizational goals. Two concepts emerging as crucial factors in enhancing employee performance are OCB and organizational commitment. In this study, the main focus variables include OCB, organizational commitment, and employee performance. A profound understanding of the relationship between these variables will provide strategic insights for organizations to improve their employees' performance. Therefore, this research examines the influence of OCB and organizational commitment, which are suspected to affect employee performance. The characteristics of respondents in this study are presented in Table 2.

Table 2. Characteristics of Respondents

Characteristics of Respondent		N= 104	
		Frequency	Percentage
Gender	Male	42	40,4%
	Female	62	59,6%
Age	18-25 Years Old	1	1%
	26-30 Years Old	3	2,9%
	31-40 Years Old	64	61,5%
	>40 Years Old	36	34,6%
Highest Education Attained	Senior High School	6	5,8%
	Diploma III	20	19,2%
	Bachelor Degree	75	72,1%
	Master Degree	3	2,9%
Job Grade	Grade II	13	12,5%
	Grade III	85	81,7%
	Grade IV	6	5,8%
Length of Employment	0-5 Years	6	5,8%
	6-10 Years	26	25%
	11-15 Years	54	51,9%
	16-20 Years	11	10,6%
	>20 Years	7	6,7%

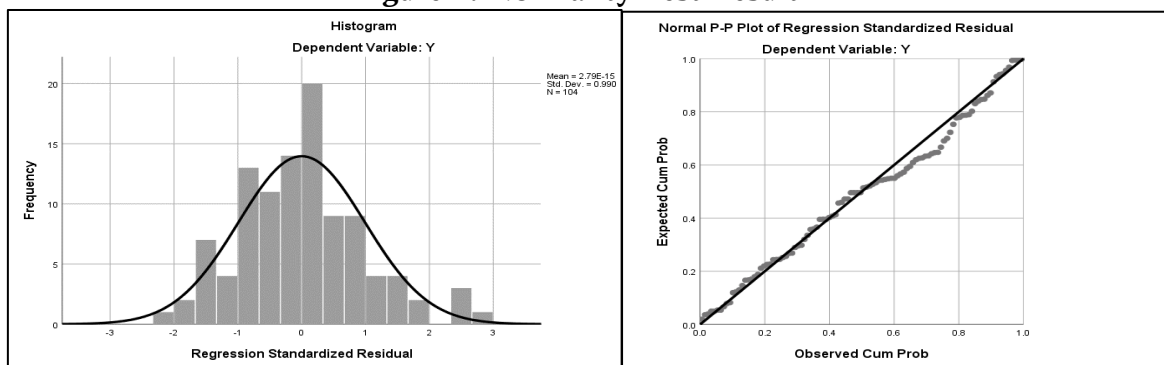
Source: Primary Data (2023)

To ensure that the research instruments/questionnaires used truly measure the research variables, the researcher conducted a validity test and reliability test. The

instrument test revealed that all the items of the variable are valid (all r count >0.193), and reliable (all cronbach’s alpha >0.70). The researcher also conducted classical assumption tests including normality, multicollinearity, and heteroscedasticity test to ensure that the underlying assumptions of the statistical model in this study are met and that the statistical analysis results can be relied upon. The results of the normality test are presented in Figure 1, the results of the multicollinearity test are presented in Table 3, and the results of the heteroscedasticity test are presented in Figure 2.

According to Figure 1, the histogram graph displays a symmetric distribution pattern, while the Normal P-P Plot of Regression graph reveals points distributed around the diagonal line, indicative of adherence to normal distribution. Therefore, it can be concluded that both graphs indicate a regression model that is suitable for use because they meet the normality assumption.

Figure 1. Normality Test Result



Source: Primary Data (2023)

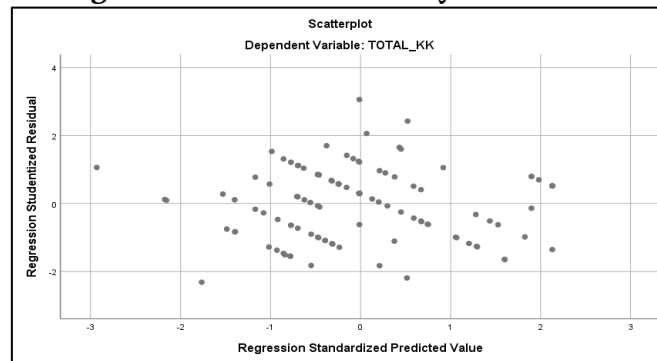
Table 3. Multicollinearity Test Result

Variable	Collinearity Statistics	
	Tolerance	VIF
Organizational Citizenship Behavior (OCB)	0,729	1,372
Organizational Commitment	0,729	1,372

Source: Primary Data (2023)

The second classical assumption test involves multicollinearity examination. According to Table 5, depicting the outcomes of multicollinearity assessment, it is evident that both variables exhibit tolerances and VIF values exceeding 0.10 and remaining below 10, respectively. This signifies the absence of multicollinearity among the independent variables within the regression model.

Figure 2. Heteroscedasticity Test Result



Source: Primary Data (2023)

Furthermore, Figure 2 shows the heteroscedasticity test result which can be observed that the points are scattered randomly and distributed both above and below the 0 and Y axis, and do not exhibit a clear pattern or form any discernible pattern, implies the absence of heteroscedasticity within the regression model. Overall, the data in this study meet all the classical assumptions

This study also used multiple linear regression analysis to measure the contribution of each independent variable. The result of this analysis is served in the following table:

Table 4. Multiple Regression Analysis

Model	Unstandardized Coefficient		Standardized Coefficient
	B	Std. Error	Beta
(Constant)	9,161	4,410	
Organizational Citizenship Behavior (OCB)	0,384	0,050	0,607
Organizational Commitment	0,209	0,081	0203

Source: Primary Data (2023)

According to Table 4, the formulation of the multiple linear regression model in this study is as follows:

$$KP = 9,161 + 0,384OCB + 0,209KO + e \quad (2)$$

The multiple linear regression analysis results demonstrate that when both OCB and organizational commitment variables are at 0, the employee performance level is 0.582, with a constant value of 9.161. Furthermore, the regression coefficients for OCB and organizational commitment are 0.384 and 0.209, respectively, indicating their positive influence on employee performance. This implies that an increase of 1 point in each variable leads to a respective increase in employee performance by the value of the regression coefficient. OCB exhibits a higher influence compared to organizational commitment. The analysis of the coefficient of determination shows an Adjusted R Square value of 0.529, signifying that 52.9% of

the variation in employee performance can be explained by OCB and organizational commitment, while the remaining 47.1% is attributed to other unexplored variables.

In order to assess the research hypotheses, the researcher performed tests to determine the significance of individual parameters using the t-test. This procedure aims to quantify the partial contribution of each independent variable to the dependent variable. (Ghozali, 2013). The results of the t-test are presented in Table 5. With a sample size of 104 respondents and calculated using $df = n - k$, the obtained t-table value is 1.984. The significance test of individual parameters (t-test) reveals that for OCB, the sig. is $0.000 < 0.05$, and the t-count is $7.665 > 1.984$, signifying a positive and statistically significant impact on employee performance (H_1 accepted). Similarly, organizational commitment shows the sig. is $0.012 < 0.05$, and the t-count is $2.565 > 1.984$, leading to the conclusion organizational commitment also exerts a positive and statistically significant influence on employee performance (H_2 accepted).

Tabel 5. t-Statistics Test Result

Model	t-Count	Sig.	t-Table	Standard of Sig.	Conclusion
(Constant)	2,078	0,040			
Organizational Citizenship Behavior (OCB)	7,665	0,000	1,984	0,05	H_1 Accepted
Organizational Commitmet	2,565	0,012	1,984	0,05	H_2 Accepted

Source: Primary Data (2023)

Furthermore, to test the third research hypothesis, the researcher conducted a simultaneous significance test using the F-statistic. The results of the F-statistic test are presented in Table 6.

Tabel 6. F-Statistic Test Result

Model	Sum of Squares	Df	Mean Square	F	Sig
1 Regression	1312,355	2	656,177	58,837	,000 ^b
Residual	1126,405	101	11,153		
Total	2438,760	103			

Source: Primary Data (2023)

With a sample size of 104 respondents, obtained F-table value is 3.09. The results of the F-test calculation reveal a F-count $58.837 > 3.09$, with a sig. $0.000 < 0.05$. Thus, it is concluded that both OCB and organizational commitment collectively have a positive effect on employee performance.

Discussion

The Impact of OCB on Employee Performance

This study identifies OCB as a vital factor in enhancing employee performance. Tre result of multiple linear regression analysis indicates a regression coefficient value of 0.384 for OCB, suggesting a positive influence on performance, where each 1-point increase in OCB corresponds to a 0.384 increase in employee

performance. Additionally, the t-test results affirm a positive and significant impact of OCB on employee performance.

The results of data analysis suggest that as employees exhibit higher levels of OCB, their performance improves accordingly. Voluntary behaviors such as helping colleagues, actively participating, and proactively contributing to the organization directly contribute to improving employee performance. In this context, it is important for organizational management to encourage and support employees in demonstrating OCB. These actions may include social skills training and development, facilitating communication and collaboration among employees, as well as providing rewards and recognition for voluntary contributions made by employees. This study also underscores the importance of considering OCB aspects in management decision-making processes. Having employees actively engaged in voluntary behavior not only positively impacts their own performance but also can enhance the overall organizational climate. Organizations that encourage and value voluntary participation can create a positive, collaborative, and productive work culture.

This finding reveal that OCB behavior can significantly enhance employee performance through several mechanisms. First, OCB behavior is associated with increased motivation and employee commitment, creating high levels of intrinsic motivation and loyalty to the company. Second, OCB behavior contributes to improving work relationships by providing support to colleagues and the organization as a whole, creating a harmonious and collaborative work environment. Third, OCB behavior builds trust and loyalty, making employees trusted team members who contribute to overall performance improvement. Fourth, OCB behavior enhances employee reputation and recognition, providing extra motivation to improve performance as they are valued for their positive contributions. OCB behavior positively influences organizational culture by fostering beneficial norms and values, thereby enhancing the work environment and overall improvement in employee performance. This research findings are consistent with studies conducted by Ticoalu (2013), Suzana (2017), Leksono (2018), Siddiq (2018), Pristiwati (2018), and Putri & Utami (2017) which also indicate that OCB behavior positively and significantly impacts the performance of employee.

The Impact of Organizational Commitment on Employee Performance

The multiple linear regression analysis reveals a regression coefficient value of 0.209 for organizational commitment, indicating a positive influence on performance. This suggests that for every one-point increase in organizational commitment, employee performance increases by 0.209. Furthermore, the t-test results confirm a positive and significant effect of organizational commitment on employee performance.

Variations in organizational commitment levels will greatly influence shifts in employee performance. The higher the level of organizational commitment possessed by employees, the higher the performance they exhibit. This finding highlights the importance of managing organizational commitment in creating a work environment that motivates employees to achieve better results. The results of this study underscore the important role of organizational commitment in improving employee performance through several key dimensions. First, organizational commitment can create high motivation, encouraging employees to work diligently

and dedicatedly when they feel committed and confident about the organization's goals and values. This drive enhances employee productivity and perseverance. Second, organizational commitment stimulates the desire to contribute, where highly committed employees have a strong motivation to make positive contributions and dedicate themselves to achieving organizational goals. This directly contributes to improving employee performance. Third, organizational commitment encourages competency development by urging employees to continuously improve themselves through training and skill development. Enhancing competence, in turn, improves employee performance. Fourth, organizational commitment fosters effective collaboration and teamwork, where committed employees are motivated to collaborate, support colleagues, and share knowledge to achieve the best results together. Fifth, organizational commitment contributes to high retention rates, reducing employee turnover, and retaining quality workforce, which ultimately supports overall organizational performance improvement. This findings supports the findings of Nurandini & Lataruva (2014), Ticoalu (2013), Fauzan (2014), Akbar et al. (2017), and Pristiwati (2018), who concluded that employee performance affected by organizational commitment.

The Impact of OCB and Organizational Commitment on Employee Performance

The F-statistic test results indicate a F-count $58.837 > 3.09$ and the sig. is $0.000 < 0.05$ level, can be concluded that both OCB and organizational commitment concurrently have a positive influence on employee performance. Moreover, the analysis of the coefficient of determination (Adjusted R^2) reveals an Adjusted R^2 value of 0.529, suggesting that 52.9% of the variation in employee performance can be explained by the OCB and organizational commitment variables studied. The remaining 47.1% represents variation explained by other unexplored variables.

When OCB and organizational commitment are simultaneously considered, this study finds that both contribute positively to employee performance. This indicates that high levels of OCB and strong organizational commitment can reinforce each other to enhance employee performance. Employees who exhibit high OCB and have strong commitment to the organization tend to achieve better work results, demonstrate higher dedication, and are more capable of adapting to organizational demands and changes.

CONCLUSION

To thrive in the current competitive and dynamic era, organizations are consistently exploring avenues to elevate employee performance, thereby sustaining their competitive edge and fostering enduring success, with particular emphasis on fostering Organizational Citizenship Behavior (OCB) and enhancing organizational commitment. In this study, it was discovered that Organizational Citizenship Behavior (OCB) and Organizational Commitment are positively and significantly contribute to enhancing employee performance at the Representative Office of BKKBN in the Bangka Belitung Islands Province. When OCB and organizational commitment are simultaneously considered, they exhibit a strong positive contribution towards enhancing employee performance. These findings suggest that voluntary behavior and loyalty to the organization can mutually reinforce each other, thereby fostering a positive and productive work environment. Hence, it is imperative for management to prioritize the promotion of OCB and the cultivation of

organizational commitment among employees. This research contributes significantly to our understanding of the factors influencing employee performance within the context of public service organizations like the Representative Office of BKKBN of Bangka Belitung Islands Province.

However, this study has several limitations. The generalizability of the findings is constrained by the sample size and location specificity of the research, thereby limiting direct applicability to different organizational settings. Additionally, reliance solely on questionnaire methods for data collection may compromise the accuracy and validity of the research outcomes. Time constraints in this study further impede a comprehensive understanding of the evolving impact of OCB and organizational commitment on employee performance over time. Future research endeavors should delve deeper into these variables, explore additional influencing factors, and incorporate a more diverse range of data collection methods. Furthermore, expanding the sample size and organizational scope, while considering additional variables, could enhance the generalizability and practical applicability of the research findings. For the Representative Office of BKKBN of Bangka Belitung Islands Province, it is recommended to consistently foster OCB and uphold levels of organizational commitment, with particular emphasis on specific dimensions such as altruism and conscientiousness behaviors. A thorough comprehension of the implications of OCB and organizational commitment can significantly inform management decisions regarding employee selection and evaluation.

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