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ORGANIZATIONAL CITIZENSHIP BEHAVIOR: ANTECEDENTS AND
THE EFFECT ON EMPLOYEE PERFORMANCE AT A STATE TREASURY
OFFICE IN INDONESIA

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ABSTRACT

The objective of this study is to examine and analyze the effect of leadership style, job satisfaction, organizational commitment, personality and organizational culture on organizational citizenship behavior (OCB) and its impact on employee performance. Using simple random sampling, 190 employees were selected from the study population of all 586 employees of the East Java State Treasury Office. Structural equation modeling (SEM) of the data provided results that show that leadership style, organizational commitment, job satisfaction, and personality have a significant effect on OCB. Further, OCB has a significant effect on the employee performance in the State Treasury Services. However, organizational culture has an insignificant effect on OCB. The study results can be used to further improve the employee performance at East Java State Treasury Office in line with bureaucratic reforms. This study also will enrich and complement knowledge on organizational behavior and human resource management for academicians and practitioners.

INTRODUCTION

The concept of good governance in government organizational services is to provide the community with the correct service according to predetermined procedures. This concept means that it is important to improve governance and management processes. Thus, governance patterns

and styles should be addressed and developed with “good governance” concept in efforts to improve human resources, making employees more professional and well behaved to serve the community.

Markoczy and Xin (2004) stated that good employees (good citizens) likely show organizational citizenship behavior (OCB) in their work environment. Because individual performances affect overall organization performance, it follows that an organization would be better with employees with OCB. In fact, leadership and employee behavior have been an important theme in human resource research (Campbell, 2000; Wu, Peng, & Estay, 2018). However, the results of previous studies about the effectiveness of employees engaged in OCB have been debated by many scholars and leaders (Kaiser, Lebreton, & Hogan, 2015). According to Bateman and Organ (1983), organizations make demand on employees’ behavior, not only in-role behavior, but also in extra-role behavior (OCB).

Referring to Smith, Organ, and Near (1983), the contribution in applying OCB is over and above employees’ formal job descriptions. OCB involves behaviors like including giving a helping hand to others, volunteering for extra duties, while also adhering to the rules and procedures in the workplace. OCB behaviors are “employee value-added” and a form of prosocial behavior in the form of positive social behavior or providing constructive and meaningful help (Aldag & Reschke, 1997). Organ (1997) defined OCB as a behavior that is an individual’s choice and initiative that is not related to the organization's formal reward system, but rather in aggregate, increases the organizational effectiveness.

The Treasury Directorate General is a government institution under the Ministry of Finance, which is in charge of formulating and implementing the policies stipulated by the Minister of Finance. In the current era of bureaucratic reform, government institutions are required to improve service to the community and individual employees are required to improve their performance. To implement bureaucratic reform, the Directorate General of Treasury conducted a pilot study on the employees in the Office of State Treasury Services (KPPN) of East Java. In the one phases, called the pilot—employees were assessed and were remunerated for their participation; in phase called the non-pilot, employees were assessed but not remunerated.—Subsequently, it was interesting to study the condition between the two phases and analyze the performance of non-pilot (non-remunerated) with OCB as an intervening variable.

Based on the background above, this study aims to determine the effect of leadership style, organizational commitment and personality on OCB of State Treasury Office employees as well as to test and analyze empirically the effect of OCB on employees’ performance. Indirectly, this study also investigates the role of OCB in the performance of non-pilot employees in the East Java State Treasury Services Office.

LITERATURE REVIEW

Employee Performance

Gibson, Donnelly, Ivancevich, and Konopaske (2012) stated that performance or performance achievements are the desired outcome of behavior. Based on these opinions, performance is an overview of the achievement level of an activity or program, the mental effort in the

implementation of realizing the goals, objectives, vision and mission of the organization as stated in the strategic scheme formulation. Generally, performance is seen as a particular feat that can be achieved by an organization in a specific period. This is consistent with the performance concept that divided into three parts, namely: individual, group, and organizational performance. Performance measurement in this study is individual self-appraisal. Self-appraisal is an assessment performed by employees with the expectation that employees recognize their strengths and weaknesses and identify behavioral aspects of their work that need to be corrected in the future. One of the advantages of this method is that it prevents the occurrence of defensive behavior arising from another person's assessment.

According to Rivai (2005), there are several reasons to employ self-appraisal: employees can participate in the appraisal process, increasing employee motivation, and encouraging healthy competition among employees. In addition, it reduces resistance, encourages employees to improve themselves and define future goals, and trains employees to define and plan their own future careers.

Organizational Citizenship Behavior (OCB)

OCB is a contribution that exceeds the role demands of an individual in the workplace. OCB involves behaviors like helping others, volunteering for extra duties, while adhering to the rules and procedures in the workplace (Onn, Yunus, Yusof, 2017; Selamat, Nordin, & Fook, 2018). These behaviors describe "employee added value," which is a form of prosocial behavior that is described as displaying positive social behavior, and offering constructive and meaningful help (Aldag & Reschke, 1997). Organ (1997) defined OCB as individuals' free behavior that is not directly or explicitly associated with a reward system that could increase effective functioning in the organization.

According to Organ (1988), the dimensions of OCB are as follows:

1. Altruism: Employees' behavior to help other employees who have a difficult situation, both in tasks within the organization as well as personal problems.
2. Conscientiousness: This behavior is exhibited by an attempt to exceed company expectations. Voluntary behavior is not an obligation or duty for employees.
3. Sportsmanship: Tolerant behavior toward less ideal circumstances in the organization without raising objections.
4. Courtesy: Maintaining good relationships with co-employees to avoid interpersonal problems. People with this dimension respect and care for others.
5. Civic Virtue: Behaviors that indicate responsibility for organizational life, such as (following changes in the organization, taking the initiative to recommend how to improve organizational operations or procedures, and protecting organization resources).

Leadership Style

Hersey, Blanchard, and Johnson (2013) stated that leadership was required to move a group through stages and is associated with four path of situational leadership styles, namely: directing, supporting, delegating, and

coaching. Leadership style is one strategic issue in organization management, where reciprocity whether an organization achieves goals or not can be determined by the functioning leadership style in the organization. Employees need a leader who is able to provide direction and guidance to achieve the goals set by the organization, whether government organizations, private firms, or social organizations. The creation of favorable conditions depends on the situation and force applied by a leader. In addition, if employees feel that the situation is conducive, they will feel satisfaction in conducting activities properly.

Organizational Commitment

Smith et al. (1983) expressed that commitment is an active and positive orientation to the organization. Based on this opinion, commitment includes three orientation components, namely identification of organization goals and values, high involvement in the work environment and organizational loyalty. Meyer and Allen (1997) divided commitment into three groups:

1. Affective commitment refers to employees' emotional attachment to identify and involve themselves with the organization.
2. Normative commitment refers to reflective feelings about employee liability to the company.
3. Continuing commitment refers to employees' awareness about the consequences of leaving the organization.

Personality

One factor that can form OCB is personality (Hakim & Fernandes, 2017). Feist and Feist (2006) suggest that personality is relatively permanent patterns, nature or characteristics that provide consistency in behavior. From this definition, it could be concluded that personality is a dynamic organization in a unique individual, relatively, the internal and external aspects of the personal characteristics that affect behavior in different situations.

"The Big Five Personality" was defined as personality dimensions that represent individual differences based on age, gender and race (Costa Jr & McCrae, 1980). Further explained, the five dimensions of personality have a direct relationship with biological heredity, divided into five dimensions, namely, extraversion, agreeableness, conscientiousness, neuroticism and openness to experience.

Consequently, the hypotheses for this study are as follows and presented in Figure 1:

H1: The better the leader's leadership style, the higher the OCB of the employee.

H2: The higher the organization's commitment, the higher the OCB of the employee.

H3: The better the employee's personality, the higher the OCB of the employee.

H4: The higher the OCB, the higher the performance of the employees.

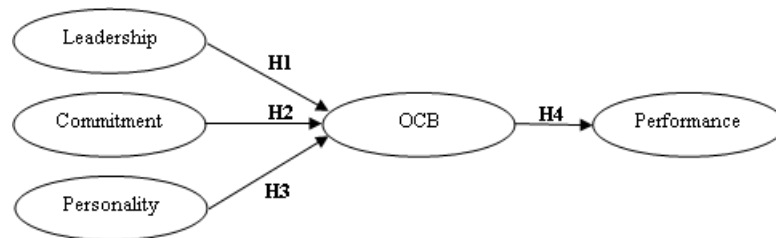


Figure 1. Conceptual Framework

MATERIALS AND METHODS

Hypothesis testing was done so the investigators could explain the causal relationships between the variables in this explanatory research. This research intends to clarify the effect between variables through hypothesis testing and explanation of several other variables. This study uses a quantitative approach (positivism). The analysis unit is an individual employee in the Treasury Office at East Java. This research only focuses on non-pilot employees (those who received a performance appraisal from a leader but did not get remuneration for it). This study population contains non-pilot employees serving as executors at the Treasury Office in East Java, with tenure more than two years, amounting to 586 people. Using a proportional random sampling technique, the Slovin formula $n = N / (1 + Ne^2) = 586 / (1 + 586 \times 0,052)$ resulted in a sample size of 238 people.

The data analysis technique uses Structural Equation Modeling (SEM). This technique was applied because to determine the effect of each latent variable. Then, the measurement model was used to test the variables of leadership style, organizational commitment, personality, OCB, and employee performance.

RESULTS AND DISCUSSIONS

Confirmatory factor analysis and causality test weights showed that the observed variables reflect the factors analyzed. Goodness of fit and causality regression weights indicated that the overall model fit and causality could be tested. Furthermore, an analysis of parameter values was obtained and the theoretical interpretation and managerial implications were explained.

Table 1. Evaluation Criteria for Goodness of Fit Index

Goodness of fit index	Cut of value	Model Result	Description
Chi Square	Should small	3866,94	Fit Model
Significance Probability	$\geq 0,05$	0,000	Fit Model
RMSEA	$\leq 0,08$	0,072	Fit Model
GFI	$\geq 0,90$	0,696	Fit Model
AGFI	$\geq 0,90$	0,635	Fit Model
CMIN/DF	$\leq 3,00$	5,564	Fit Model
TLI	$\geq 0,95$	0,957	Fit Model
CFI	$\geq 0,90$	0,963	Fit Model

Source: Data processed

The model test results in Table 1 show that the suitability of RMSEA, TLI and CFI indices met the requisite value. Because the default model has

met one criterion for goodness of fit, based on parsimony theory, this model is accepted and does not required modifications, because modification will result in better chi-square values. In other words, based on parsimony theory, if the basic model (the default model) produces at least one criterion, then the model will certainly generate expected criteria. Thus, the conclusion of the model tests confirms that this model can be reasonably accepted (Ferdinand, 2006) and can be used for estimation.

Table 2 shows the hypotheses testing results. The results show that of the seven hypotheses proposed, one hypothesis rejected. The effect of organizational culture on OCB was not proven.

Table 2. *Result of Research Hypothesis Testing*

No.	Research Hypothesis	Estimate	C.R	Description
1.	Leadership style affect on OCB	.104	3.496	Supported
2.	Organizational commitment affect on OCB	.161	2.350	Supported
3.	Personality affect on OCB	.154	3.476	Supported
4.	OCB affect on performance	.678	4.682	Supported

Source: Data processed

The main finding of this study indicates that OCB is a moderator variable of the effect of leadership style, organizational commitment and personality on the performance of non-pilot employees at the Office of State Treasury Services East Java. An interesting finding from this study is that there was no influence of the respondents' status as non-pilot employees. This result means that without any remuneration, non-pilot employees were still taking on extra roles (OCB). These findings may be related to culture, reflected in the personality of employees inspired by religious values (Hakim & Fernandes, 2017). The effect of each variable is explained below.

Effect of Leadership style on OCB

The analysis showed that leadership style has a significant effect on the employees of the State Treasury Office. Although leadership styles phenomenon of State Treasury Office occur naturally, what leadership style to use was still unclear. In-depth interviews with some respondents revealed that the leadership of State Treasury Office provided support for employees to do their jobs. In addition, leaders also delegate authority, followed by clear instructions. Therefore, employees feel respected for their creativity but still require briefing by their leader.

More importantly, the leaders always give encouragement to employees to complete their tasks. In accordance with the research findings, the dominant leadership style was a coaching leadership style. One leader moves employees (subordinates) that need guidance, support, or encouragement so his opinion could be heard. It was found that low task orientation and high relationships make leaders and followers make decisions concurrently. The primary role of a leader is to facilitate and communicate.

A coaching leadership style also means that a leader considers employees' ideas in official decision-making. Thus, an employee feels flexibility in terms of responsibility and his job. Task delegation encourages

good coordination and positive interaction among workers. The interaction, communication, and cooperation among employees produce high satisfaction for employees. Hence, this condition leads employees to implement OCB in their organization.

A leadership discussion should not only focus on the traditional approach based on talent (trait theory) but also use a situational approach. A combined talent-situational approach looks at leadership as a process involving three variables, namely leaders, subordinates and situations. Subsequently, there is no one leadership style that can be always effectively applied to all situations.

Effect of Organizational Commitment on OCB

The research results showed that an employee's organizational commitment to the organization had a positive and significant effect on OCB. Commitment means an employee feels an emotional attachment to the organization and is committed to spending the rest of his career in the organization. Employees have a strong sense of belonging to the organization. Organizational commitment is demonstrated by something perceived, experienced, felt, or thought by the respondents. Employee's strong organizational commitment is supported the organization's commitment to develop employees with self-aware attitudes and positive behaviors.

Normative commitment refers to reflective feelings about employee liability to the State Treasury Office. An employee with high normative organizational commitment rightfully feels that they are part of the organization. Responsibility for a given task (normative organizational commitment) is shown by employees' attitude towards the organization. It shows that employees perceive their rightly duty.

However, employee perceptions toward the indicators of affective organizational commitment and continue organizational commitment was still lacking. Thus, they need the attention of leaders to increase positive emotions to become further involved in the organization.

The important keys to improving employees' organizational commitment were to assist employees to perform self-actualization to achieve their vision, provide training for employees to expand their skills, solve problems in the workplace, enrich the work, and empower employees to plan and inspect their work. In addition helping employees to continue their education and personal development builds organizational commitment and employee loyalty to organization. Employees' freedom to seek self-actualization is very influential in forming commitment and loyalty to the organization and is related to the improved performance.

Effect of Personality on OCB

The analysis showed that personality had a positive and significant effect on OCB. This result shows employees' personal influence to behave consciously to serve people wholeheartedly. Atkinson, Atkinson, and Hilgard (1983) said that personality was the behavior patterns and ways of thinking that characterize a person's adjustment to his environment. Feist and Feist (2006) suggest that personality consists of relatively permanent patterns, nature or characteristics that provide consistency in behavior. So from this sense, it could be concluded that personality is a dynamic

organization within a unique individual, the internal and external aspects of personal character that affect behavior in different situations. Therefore, leaders are advised to continue to spread positive attitudes in every respect to limit discomfort and negative emotions, such as anxiety.

Effect of OCB on Employee Performance

The results showed that employee OCB had a positive and significant effect on employee performance. IT was shown that employees voluntarily want to participate and support the organization functions and had high sensitivity to help colleagues. This behavior exceeds formal work without expecting recognition or compensation and contributes to organizational effectiveness. OCB was very strong in the State Treasury Office, demonstrated by things perceived, experienced, felt, and thought by respondents. Based on the analysis of the respondents' answers related to OCB, it could be seen that OCB is a value or norm that employees hold true when performing their work.

The results showed that employees strive to maintain good relationships with co-employees to avoid interpersonal problems. Employees who have this dimension are people who respect and care for others. These behaviors describe the "value-added employee," described by Aldag and Reschke (1997). With OCB, such an employee might provide good services to the community, one of the stakeholders that must be considered by the State Treasury Office.

CONCLUSIONS

Based on the highest factor loading of leadership style measurement, employees feel happy if leaders motivate employee's implementation of their duties (coaching style). Trust in a leader, supported by a caring attitude and concern for the rights and interests of employees strengthens the relationship between leadership style and OCB, which in turn can have a positive impact on employee performance. Normative organizational commitment encourages employees to demonstrate OCB. This became the highest loading factor for the organizational commitment variables (normative commitment), where employees are largely responsible for a given task without expecting any reward. This means that employees already feel part of the organization and have positive commitments; hence, employees are able to give contributions greater than organization expectations. Good relationships with co-employees can increase employee OCB. High job satisfaction makes employees speak more positively about the organization and potentially demonstrate OCB. Job satisfaction is closely related to employee effort at work. Employees that are satisfied with their jobs tend to behave optimally, trying to perform their best, above the organization's expectation and make extra effort to do the job. Employees with good personalities (mainly supported by a positive spirit at work and helping others/being agreeable) can increase OCB. A weak organizational culture is not able to contribute to increasing employee OCB. This is because organizational culture tends to be outcome based (the organization is more focused on benefits rather than the process used to obtain these benefits). Thus, the civic virtue possessed by employees in this study increased employee performance. This finding could be explained because that higher employee OCB must have increased organization effectiveness.

Therefore, the OCB role is important to achieving better employee performance.

Managerial Implication and Future Research

The first suggestion is that the leadership styles applied at the State Treasury Office should be further clarified to portray a leadership style that can adapt to situations and conditions (situational), subordinates, and the environment. Thus, alternative leadership styles that could be implemented include a transformational or transactional leadership style. The second suggestion is to make changes as an effort to increase organizational commitment, by optimizing the State Treasury and Budget System (STBS), where STBS is instrumental to reforming the IT field and bring business process improvement. This would have an impact on governance and the HR organizational culture. Implementation should be done properly and periodically. The third suggestion is that the remuneration system should be based on the existing remuneration standards. Leaders' subjectivity should be decreased. Remuneration should be based on test results that also consider leader objectivity. Therefore, the objectivity of test results and leaders could actually improve employees' performance.

The fourth suggestion is to socialize the organizational culture with various alternative strategies. An example would be to build awareness through a publication or promotion that would make employees aware of the organizational culture. Moreover, building understanding and knowledge through socialization and education can make employees understand the essence (meaning, core values and behaviors) of the organizational culture. Creating behavior or habits through an internalization strategy will make employees operate and behave according to the organization's values.

Finally, the last suggestion regards customer's character development. To encourage not only bureaucratic structure changes, such as service procedures but improve the relationship between providers and the users of public services, the users' views should be considered. Values, ethics, and service culture that tend to disrupt the service to users should no longer be maintained. Services should be easy for users and civil society organizations, such as control (CSO) and the mass media can oversee the implementation of public services.

Limitations

The observations in this study are made using time horizon data where a cross-section of data is obtained from one particular time. This can affect the causality findings from the study variables. Future research may use a longitudinal study design to examine causality of variables of leadership style, trust in leader, organizational commitment, job satisfaction and personality on OCB. Measurement of this study's variables used employee's perception through self-appraisal. There can be a tendency for employees to always make good judgements of themselves therefore this study is limited by the self-appraisal. This limitation provides further research opportunity to consider other assessment data. Future research may also consider other research objects, such as the banking, food and beverage, or other service industries.

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