

The Effect Analysis of Organizational Citizenship Behavior on Employee Performance

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ABSTRACT

The behavior expected by companies today extends beyond in-role behavior (according to job descriptions) to include extra-role behavior. The behaviors described above, exceeding the prescribed role descriptions within a company, are referred to as Organizational Citizenship Behavior or OCB. This research aims to investigate the influence of OCB dimensions, consisting of altruism, conscientiousness, civic virtue, courtesy, and sportsmanship, on employee performance, so that we can make sure is it really important to be a super loyal employee who works extra miles to the company, or it actually has nothing to do with the performance and only burdens employees without adding self-value. This research employs a quantitative approach with the primary data collection method being a Likert scale questionnaire, with employee performance as the dependent variable and 5 dimensions of Organizational Citizenship Behavior (OCB) as independent variables. The results indicate that all independent variables of OCB have a significant positive impact on employee performance, except for Conscientiousness, which does not influence employee performance. The overall illustration of the research findings suggests that when employees exhibit OCB or behavior that is willing to exert extra effort beyond the job description, their performance will also improve. This indicates that the positive contributions made by employees beyond their direct responsibilities can contribute to an overall performance enhancement.

Introduction

The world has entered the era of globalization, where advancements demand every company to persevere in intense competitions. To realize the status of being the best company capable of winning such competitions, excellent human resources are essential. The importance of human resources is further elaborated by Suparyadi (2015), where employees of a company in the past were classified as one of the factors of production, treated similarly to other production factors. However, this perspective has evolved, and employees are no longer positioned merely as a production factor. Instead, they are regarded as human resources possessing specific competencies that can be utilized by organizations or companies to achieve their goals.

The behavior expected by companies today extends beyond in-role behavior (according to job descriptions) to include extra-role behavior (Bizri & Hamieh, 2020; Panaccio et al., 2015). Behaviors beyond the scope of job roles contribute to the success of employees when they not only perform their core tasks but also willingly engage in extra tasks such as collaboration, assistance, providing suggestions, active participation, delivering extra service to users, and effectively managing their work time (Ahdiyana,

2010). The behaviors described above, exceeding the prescribed role descriptions within a company, are referred to as Organizational Citizenship Behavior or OCB.

Organizational citizenship behavior (OCB) is employees bringing their A+ game, going the extra mile to help coworkers and boost the company. They're silent superheroes, not top performers, but the glue that holds teams together (Azmi et al., 2016). Their unsolicited help, extra initiative, and tireless enthusiasm fuel morale, productivity, and ultimately, success. OCB has reached far and wide into the business and management domains, supporting the fact that the well-being employees and their behaviors can greatly affect organizations' effectiveness and performance (Ocampo et al., 2018).

The OCB indicators utilized in the study consist of five dimensions according to Organ (1988). Altruism, as the first dimension of Organizational Citizenship Behavior (OCB), refers to employees going beyond their responsibilities to assist colleagues voluntarily. This includes activities like helping new colleagues adapt to the work environment or offering their time and expertise without any obligatory requirement. Conscientiousness, the second dimension, involves employees demonstrating precision and caution in their work. This manifests in traits such as time efficiency, punctuality, and consistent attendance, contributing to an environment of reliability and dependability. Civic virtue, as the third dimension, encompasses participatory behavior and a genuine concern for the organization's well-being. Employees exhibiting civic virtue may take initiatives aimed at improving the overall operations and effectiveness of the organization, showcasing a proactive approach to organizational success. Sportsmanship, the fourth dimension, signifies employees' ability to tolerate adverse conditions without expressing discontent. This behavior contributes to the creation of a positive work atmosphere, fostering teamwork and camaraderie among colleagues despite challenging situations. Lastly, courtesy, the fifth dimension, involves employees engaging in polite and rule-compliant behavior to prevent interpersonal conflicts. This dimension emphasizes the importance of maintaining positive relationships with colleagues and showing respect for others in the workplace.

Collectively, the five dimensions of OCB provide a comprehensive overview of OCB behavior in the workplace. Research, such as the study conducted by Atatsi et al. in 2019, indicates positive relationships between these OCB behaviors and employee performance. Therefore, further research on the influence of OCB and its dimensions on employee performance is crucial for a deeper understanding of their impact in organizational settings. Employee performance is defined as the process of evaluating a person's work to make fair management decisions; also known as employee valuation, it is defined as the process of gathering, analyzing, and documenting information about an employee's relative contribution to the business (Armstrong, 2009). Employee performance is not only about fulfilling primary duties but also involves the positive contributions made by employees beyond their direct responsibilities. Organizational Citizenship Behavior (OCB), as a form of voluntary behavior that supports organizational goals, becomes a key factor in creating a productive and harmonious work environment. By understanding the impact of OCB on employee performance, organizations can design policies and management practices that support growth and enhance employee motivation.

Fitriastuti (2013) and Lestari & Ghaby (2018) discovered through their research that Organizational Citizenship Behavior (OCB) plays a significant role in enhancing employee performance. OCB is manifested in various employee actions, including taking on additional work responsibilities, surpassing the minimum job requirements, demonstrating a willingness to tolerate adverse conditions, actively participating in organizational functions, and retaining important information. Employee behavior is considered OCB when it is genuinely voluntary and results in positive outcomes for both individual employees and the organization as a whole, as highlighted by Ratnayaka et al. (2020). In service-oriented companies, the importance of OCB becomes even more pronounced, as it proves to be crucial for elevating employee performance, ultimately contributing to heightened customer or client satisfaction, as emphasized by Gunawan et al. (2013). The identified OCB behaviors not only benefit individual employees but also have a ripple effect on the overall organizational effectiveness and customer experiences in service industries.

OCB behavior is closely related to the daily routines and work atmosphere at PT XYZ, where almost all employees are required to be versatile in adapting well to their surroundings even if it falls outside the scope of their job roles. PT XYZ is one of the largest service companies in Indonesia with numerous branches and highly competent, hard-working employees. From observations, many of them are willing to take on various tasks beyond their primary responsibilities because, in addition to assisting colleagues, it also enhances their experience and value in the workplace, which can support their career development. This aligns with OCB, which goes beyond employees' job descriptions but is highly anticipated by the company as it supports the improvement of organizational effectiveness and sustainability, especially in a business environment with increasing competition (Triyanto and Santosa, 2009).

This research aims to investigate the influence of OCB dimensions, consisting of altruism, conscientiousness, civic virtue, courtesy, and sportsmanship, on employee performance. The study will examine whether employees' extra-role attitudes, which are a manifestation of their loyalty to the company, can lead to better work performance. The research endeavors to provide an update by delving into discussions that reveal implications combining statistical findings with field observations and interviews. This approach ensures that the research contribution presented becomes more tangible and relatable to the corporate work environment.

Methode

In this research, the population comprises all employees of PT XYZ, including both the Main Branch Office and Subsidiary Branch Offices. The sample is selected using purposive sampling technique, where the criteria for sample selection include employees of PT XYZ, both permanent and contract employees, who have been working for a minimum of 6 months (considering they already have experience) and those who work independently without the assistance of colleagues or supervisors. The sample size used is 100 individuals, based on the sample size recommended by Roscoe in Bougie & Sekaran (2019), considering it falls between 30 and 500 samples, and the minimum sample size is 10 times greater than

the number of variables. In this study, 100 research respondents were selected (20 times the number of independent variables (5)).

The variables used in the study consist of the dependent variable (Y), which is employee performance, X1 is the Altruism variable, X2 is the Conscientiousness variable, X3 is the Civic Virtue variable, X4 is the Courtesy variable, and X5 is the Sportsmanship variable. All variables are measured through a questionnaire with a 5-point Likert scale consisting of strongly agree, agree, neutral, disagree, and strongly disagree. The data type used is primary data, collected through questionnaires, aided by observations, and unstructured interviews. Secondary data is also required as supporting or reference material for the research.

For the data analysis process, it begins with testing the questionnaire research instrument with validity tests to assess the validity of statement items in the questionnaire and reliability tests to determine the reliability of the results. Next is descriptive analysis followed by multiple regression analysis to analyze the influence of independent variables, both collectively and individually. The F-test and t-test are also employed to assess the model's feasibility and test the research hypotheses.

Result and Discussion

Based on the questionnaires distributed to all respondents, primary data has been obtained and is ready for testing to determine the direction of influence from independent variables to the dependent variable. However, before the questionnaire was distributed entirely, a preliminary test was conducted on the validity and reliability of the instrument in its object. Therefore, an instrument test was conducted first, followed by subsequent stages of analysis.

1. Research Instrument Test

Before implementing the entire research instrument, it is necessary to conduct a trial of the formed instrument, in this case, the questionnaire with all its statement items. Therefore, before the questionnaire is ready to be distributed to all respondents in the study, validity and reliability tests are conducted, each serving its respective function, as outlined below.

a. Test of Validity of Statement Items of Research Variables

In this study, the validity test is used as a trial to assess the validity of each statement item in each research variable before the entire questionnaire components are implemented and administered to the entire sample.

Table 1: Validity Test Results

VARIABLE	ITEM	R	SIGNIFICANCE	INFORMATION
Y	Y1	0.729	0.017	Valid
	Y2	0.848	0.002	Valid
	Y3	0.861	0.001	Valid
	Y4	0.842	0.002	Valid

	Y5	0.938	0.000	Valid
	Y6	0.861	0.001	Valid
	Y7	0.914	0.000	Valid
	Y8	0.768	0.009	Valid
	Y9	0.720	0.019	Valid
	Y10	0.657	0.039	Valid
	Y11	0.973	0.000	Valid
	Y12	0.852	0.002	Valid
	Y13	0.914	0.000	Valid
	Y14	0.823	0.003	Valid
X1	X1.1	0.693	0.026	Valid
	X1.2	0.883	0.001	Valid
	X1.3	0.811	0.004	Valid
	X1.4	0.805	0.005	Valid
	X1.5	0.802	0.005	Valid
X2	X2.1	0.758	0.011	Valid
	X2.2	0.880	0.001	Valid
	X2.3	0.794	0.006	Valid
	X2.4	0.831	0.003	Valid
	X2.5	0.696	0.025	Valid
X3	X3.1	0.815	0.004	Valid
	X3.2	0.916	0.000	Valid
	X3.3	0.922	0.000	Valid
	X3.4	0.849	0.002	Valid
	X3.5	0.941	0.000	Valid
X4	X4.1	0.884	0.001	Valid
	X4.2	0.928	0.000	Valid
	X4.3	0.930	0.000	Valid
	X4.4	0.894	0.000	Valid
	X4.5	0.787	0.007	Valid
X5	X5.1	0.787	0.007	Valid
	X5.2	0.872	0.001	Valid
	X5.3	0.777	0.008	Valid
	X5.4	0.916	0.000	Valid
	X5.5	0.826	0.003	Valid

Source: Processed Data

From the presentation of the table above, all calculated correlation coefficients (r-values) for each statement are above the critical value (r-table) of 0.6319, and the significance values are below the alpha of 0.05. Therefore, it can be interpreted that all statement items representing each variable in this study are valid.

b. Research Variable Reliability Test

The next test is the reliability test, where in this study, it will be determined whether the statement items used as a measuring instrument are reliable and trustworthy. This test is also used as an initial assessment before the questionnaire is ready to be distributed to the entire sample size.

Table 2: Reliability Test Results

VARIABLE	CRONBACH'S ALPHA	INTERPRETATION
Y	0.963	Reliable
X1	0.851	Reliable
X2	0.837	Reliable
X3	0.924	Reliable
X4	0.925	Reliable
X5	0.889	Reliable

Source: Processed Data

From the table above, the Cronbach's Alpha values are presented, which are greater than > 0.7 . According to Sekaran (2019), Cronbach's Alpha value is considered acceptable if it is greater than 0.7. Therefore, the statement items used to measure variables Y (Employee Performance), X1 (Altruism), X2 (Conscientiousness), X3 (Civic Virtue), X4 (Sportsmanship), and X5 (Courtesy) are considered reliable, consistent, and trustworthy. With all feasibility tests passed, it can be concluded that further data analysis is feasible.

2. Data Analysis

a. Descriptive Statistical Analysis

Before delving into the discussion of each variable's results, this study gathered information from the respondents. A total of 100 respondents accessed the questionnaire through the online data collection instrument, Google Form. The questionnaire included optional or non-mandatory additional information about the respondents, such as gender, branch office type, and age range. In general, the respondent profile consists of 61 female respondents (61% of the total) and 39 male respondents (39% of the total) based on gender. Regarding the type of branch office, 38.8% of the respondents come from Subsidiary Branch Offices, comprising 38 individuals, and 61.2%, or 60 respondents, come from the Main Branch Office. Two respondents chose not to answer. In terms of age, there are 28 respondents (28%) in the 18-25 age range, ranking first. Second in order is the age group of 35-45 years, with 26 respondents (26%). The third position is held by 24 respondents (24%), aged 25-35 years. In the last position, there are 22 respondents (22%) aged between 45-55 years, which is also the upper age limit for employees at PT XYZ.

The table below will descriptively explain the results obtained regarding the statements with the highest scores

Table 3: Statements with the Most Scores

Variable	Statements with the Most Scores	Interpretation
Y	Y13	Employees have a high tendency to always try to complete the work to completion.
X1	X1.5	Employees have a tendency to help new employees who experience difficulties during the orientation period
X2	X2.5	Employees are always honest at work
X3	X3.2	Employees have a tendency to follow existing changes
X4	X4.2	Employees do not abuse or interfere with the rights of their colleagues
X5	X5..2	Employees tend not to blow problems out of proportion

Source: Processed Data

b. Classical Assumption Test

In the data analysis stage, the first step is to conduct classical assumption tests. This test is performed to ensure that the results obtained meet the basic assumptions in regression analysis. The classical assumption tests conducted in this study include normality test, multicollinearity test, and heteroskedasticity test. The results of the classical assumption tests, processed using SPSS software, are presented as follows:

Normality Test

This test aims to determine whether the residuals of the regression model are normally distributed or not. To test whether the data used is normal or not, the Kolmogorov-Smirnov test is employed. If the Asymp. Sig. (2-tailed) coefficient is greater than 0.05, then the data is considered to be normally distributed. The results obtained from this test will be elaborated in the table below.

In this research, the following results were obtained

Table 4: Normality Test Results

Test	Results	Interpretation
<i>Kolmogorov-Smirnov Z</i>	1,770	Data is not normally distributed
<i>Asymp. Sig. (2-tailed)</i>	0.004	

Source: Processed Data

From the above results, it is evident that the data is not normally distributed, as indicated by the Kolmogorov-Smirnov Z value of 1.770 and Asymp. Sig. (2-tailed) of 0.004, which is below the alpha of 0.05. Despite this, the study is continued considering that the obtained results are purely from primary data provided by the respondents. The consequence is the potential for bias in the analysis due to the non-normal distribution of

the data. However, as long as the research model meets the standards, the data is still utilized.

Heteroscedasticity Test

This test aims to determine whether there is heteroscedasticity in the regression model, indicating unequal variance of residuals from one observation to another. The test is conducted using the Glejser test. If none of the independent variables significantly influences the absolute residual value or if their significance values are above 0.05, then it does not exhibit symptoms of heteroskedasticity. The table below presents the results of the heteroskedasticity test.

Table 5: Heteroscedasticity Test Results

Variable	Significance	Interpretation
X1	0.882	There are no symptoms of heteroscedasticity
X2	0.459	
X3	0.078	
X4	0.154	
X5	0.210	

Source: Processed Data

In the table above, it can be observed that the significance values of variables X1 to X5 are each above or equal to 0.05. This implies that there is no influence between the independent variables and the absolute residuals, and there is no variance inequality of residuals from one observation to another. Therefore, the model created does not exhibit symptoms of heteroscedasticity.

Multicollinearity Test

This test aims to examine whether there is correlation among independent variables in the regression model. The presence of multicollinearity can be assessed through the tolerance or variance inflation factor (VIF) values. If the tolerance value is greater than 10% or the VIF is less than 10, it is considered that there is no multicollinearity. The results of this test are as follows:

Table 6: Multicollinearity Test Results

Variable	Tolerance	VIF	Interpretation
X1	0,306	3,273	Free from Multicollinearity
X2	0,251	3,989	
X3	0,319	3,131	
X4	0,370	2,703	

X5	0,246	4,081
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Source: Processed Data

Based on the table above (Table 6), it can be observed that the Tolerance values for all variables are less than 10%, and the VIF values, being smaller than 10, indicate that the regression equation model is free from multicollinearity. The table depicts that the test results are reliable or trustworthy, where the partial regression coefficient values are considered robust and resistant to changes that occur in other variables in the multiple regression model.

3. Multiple Linear Regression Analysis

Before discussing the model formed from this regression analysis, let's first outline the results obtained from the regression analysis using the statistical software SPSS.

Table 7: Complete Results of Multiple Linear Regression Tests

Test		Score	
Model Summary	R Square	0,808	
	Std. Error of the Estimate	0,197	
Descriptive Stat.	Std. Deviation Y (Employee performance)	0,437	
ANOVA	F	73,407	
	Sig.	0,000	
Coefficients (Unstandardized Coefficients)	Constant	0,912	Sig.t = 0,000
	X1	0,182	Sig.t = 0,008
	X2	0,028	Sig.t = 0,722
	X3	0,153	Sig.t = 0,009
	X4	0,175	Sig.t = 0,010
	X5	0,283	Sig.t = 0,001
Coefficients (Standardized Coefficients)	X1	0,229	
	X2	0,033	
	X3	0,222	
	X4	0,202	
	X5	0,328	

Source: Processed Data

Below will be explained the interpretation of the results of table 7.

1. Research Model Testing

The R Square value obtained from this study is 0.808, indicating that 80.8% of the variation in employee performance (Y) can be explained by X1 (Altruism), X2

(Conscientiousness), X3 (Civic Virtue), X4 (Courtesy), and X5 (Sportsmanship) as independent variables. The remaining 19.2% (100% - 80.8%) is explained by other factors.

The Std. Error of the Estimate is 0.197, and the standard deviation of the dependent variable (employee performance) is 0.437. Since this value is greater than the Std. Error of the Estimate, the regression model is considered better at acting as a predictor of employee performance than the average employee performance itself.

2. Model Feasibility Analysis (F Test)

The output results indicate that the F-statistic value is 73.407 with a significance level of 0.000, which is less than alpha (0.05). Therefore, it can be concluded that the regression model is suitable for predicting employee performance. Together, the variables Altruism (helping others), Conscientiousness (carefulness), Civic Virtue (civic wisdom), Courtesy (maintaining good relationships), and Sportsmanship (sportsmanlike behavior) collectively have a significant impact on employee performance. Based on this model test, the estimated model constructed in this study meets the criteria for a valid analysis.

3. Regression Equation Model from the Results Obtained

From the results obtained from the Coefficients results table, this is the regression equation formed for this research:

$$\text{Employee performance} = 0,912 + 0,182 \text{ Altruism} + 0,028 \text{ Conscientiousness} + 0,153 \text{ Civic Virtue} + 0,175 \text{ Courtesy} + 0,283 \text{ Sportsmanship}$$

With significance values less than 0.05 for almost all independent variables except X2 (Conscientiousness) and positive beta values for all independent variables, it can be stated that all independent variables, including Altruism (helping others), Civic Virtue (civic wisdom), Courtesy (maintaining good relationships), and Sportsmanship (sportsmanlike behavior), have a significant positive impact on the dependent variable Y, which is employee performance. However, the variable Conscientiousness (carefulness), while showing a positive direction toward performance, has an insignificant or very small impact. Below is a detailed breakdown for each variable.

1. With a constant value of 0.912, if there is no employee effort at all regarding Organizational Citizenship Behavior, then employee performance will still have a value of 0.912.
2. If Altruism or the attitude of helping others in employees increases by one unit, it will have an impact on increasing employee performance by 0.182 in a positive direction .
3. A positive relationship was also found in the variable Conscientiousness or careful attitude with a beta of 0.028, but it did not have a significant effect where the significance was 0.722 which was greater than the alpha of 0.05.

4. The third independent variable, Civic Virtue or citizen wisdom, has a significant positive relationship with the employee performance variable with an increase value of 0.153 for every one unit increase.

5. The variable X4 or Courtesy (maintaining good relations) has a significant positive relationship with a beta value of 0.175, where every one unit increase in this variable will contribute to an increase in the value of performance of 0.175.

6. The final independent variable, namely Sportsmanship or sportsmanship, has a significant positive relationship with variable Y employee performance with the increase value contributed to the dependent variable per unit being 0.283.

Additionally, not all linear regression models can be interpreted as magnitudes. In this study, the regression model results are obtained from the processing of primary data in the form of Likert scale questionnaires. The emphasis is not on interpreting magnitudes but rather on the direction of the variables.

4. Hypothesis Test

In this research, several hypotheses have been created as follows:

H₁: The altruism variable has a significant positive effect on employee performance.

H₂: the conscientiousness variable has a significant positive effect on employee performance.

H₃: The civic virtue variable has a significant positive effect on employee performance.

H₄: the courtesy variable has a significant positive effect on employee performance.

H₅: The sportsmanship variable has a significant positive effect on employee performance.

The testing conducted for the above hypotheses involves the t-test, where the t-test is performed to determine the partial influence of independent variables on the dependent variable. This test is conducted by comparing the significance value generated with alpha at 0.05. The acceptance or rejection of these research hypotheses reflects the consistency of the study's findings with previous research or findings. When a hypothesis is accepted, it indicates that the study's results are consistent and support previous findings. Conversely, the rejection of a hypothesis suggests that the study's results are inconsistent and do not support previous findings. The results of these research hypotheses will be summarized in the following table.

Table 8: Hypothesis Testing Results

Variable	B	Significance	Hypothesis Results
X1	0,182	0,008	Accepted
X2	0,028	0,722	Rejected
X3	0,153	0,009	Accepted
X4	0,175	0,010	Accepted
X5	0,283	0,001	Accepted

Source: Processed Data

5. Independent Variables that Have Dominant Influence

To identify the independent variable (X) that has the dominant influence on the dependent variable (Y), we look at the largest standardized beta value. Furthermore, to facilitate the calculation and data analysis in this study, the data is processed using a computer with the Statistical Package for Social Science (SPSS) for Windows. The obtained results will be summarized in the table below.

Table 9: Standardized Coefficients Beta Ranking

Variable	Score	Result
X5	0,328	DOMINANT
X1	0,229	II
X3	0,222	III
X4	0,202	IV
X2	0,033	V

Source: Processed Data

From the results above, it can be observed that the variable with the highest standardized beta coefficient is variable X5 or sportsmanship. This indicates that among all Organizational Citizenship Behavior, the qualities of sportsmanship, tolerance, and a lack of complaint play a crucial role in building employee performance. Based on these findings, a suggestion can be drawn that to enhance employee performance, the primary focus should be on fostering a culture of mutual tolerance, both among employees and between employees and the organization.

4. Implications of the Research on the Work Environment

This research provides the outlined results above. To go beyond mere interpretation, in this study, we will elaborate on how the information regarding these findings will be beneficial to various stakeholders, not only for the researcher but also for the actual work environment.

1. The Influence of Altruism (Mutual Helping Attitude) on Employee Performance

This variable is one of the most dominant independent variables influencing its dependent variable. The altruistic attitude has a significant positive effect, illustrating that an increase in mutual assistance among employees leads to an improvement in performance. This aligns with the findings of [Anvari et al. \(2015\)](#). In [Mallick et al.'s \(2014\)](#) study, this variable emerged as the most dominant factor affecting performance among other dimensions of OCB. In the workplace, this performance can impact both individual and team outcomes, involving mutually beneficial relationships among colleagues.

The presence of altruism enhances employees' willingness to work for the company from the outset ([Dur & Tichem, 2015](#)). Employees with high levels of altruism develop a strong psychological bond with the organization, motivating them to contribute to the organization, both formally and informally, by demonstrating their best performance

(Handayani et al., 2022). The company's role can begin by fostering a culture of mutual assistance among employees to create a more conducive work environment, lighten the workload, and promote a pleasant working atmosphere. This commitment can be instilled from the early stages of an employee's career, such as during On the Job Training (OJT). For instance, at PT XYZ, when new employees start their OJT, both superiors and staff instill a culture of mutual assistance. Seniors share knowledge and experiences with their junior colleagues, and juniors assist seniors as much as possible to expedite tasks. Such practices create a collaborative work culture that optimizes employee performance.

2. The Influence of Conscientiousness (Careful Attitude) on Employee Performance

In this study, conscientiousness, or the cautious and careful attitude related to employees' work, including efficient use of break time, willingness to work beyond specified hours, high attendance levels, and adherence to company rules even without supervision, has the lowest impact on employee performance and can be considered negligible. This indicates that conscientiousness does not influence employee performance. This finding challenges previous research by Carter et al. (2014) regarding conscientiousness, suggesting that a diligent attitude in work always improves performance, which may need to be reconsidered. Based on the study results, this aligns with the real-world conditions at PT XYZ. It can be concluded that when the extra-role behavior expected from employees involves working extra hours, it doesn't actually contribute to improved performance. This is consistent with PT XYZ's work execution slogan, "1700, YES!", which signifies the commitment to work and leave on time at 5:00 PM. The slogan also implies that if employees stay beyond working hours, it may indicate poor performance as they couldn't complete their tasks on time.

3. The Influence of Civic Virtue (Citizen Wisdom) on Employee Performance

Civic virtue, defined as employees' discretionary behaviors involving responsible and constructive engagement in organizational issues and governance (Organ & Ryan, 1995), depicts a positive and significant relationship in this study. This aligns with the findings of Puspitasari et al. (2023) and Anvari et al. (2015), indicating that civic virtue positively influences employee performance. From the obtained results, it can be concluded that the more active employees are in contributing their participation, whether through ideas or attendance at events that contribute to the organization, the higher their performance.

Based on field observations, PT XYZ frequently organizes events involving all employees, both at the main branch and auxiliary branches, sometimes even engaging all outsourcing members, from cleaning services to security personnel. The events vary, including those sharing knowledge about new products, programs, or work procedures, as well as casual events aimed at strengthening team engagement within the organization. This series of events contributes to the improvement of performance by sharing valuable

information and providing refreshment to ensure optimal and enjoyable work in the days to come.

4. The Influence of Courtesy (Behavior of Maintaining Good Relations) on Employee Performance

The main idea behind courtesy is to avoid unnecessary actions that make colleagues' jobs more difficult. It also involves providing them with sufficient notice to prepare when there is an additional workload on them (Tambe, 2014). The behavior of maintaining good relationships, including interpersonal relationships with other employees, has a positive and significant relationship with employee performance. This aligns with the research of Anvari et al. (2015) and Mallick et al. (2014). These results illustrate that the more employees care about their relationships with colleagues, refrain from disrupting others' rights, and consider the impact of their actions on others, the higher their employee performance.

The higher the prevalence of this behavior, the fewer problems arise in the workplace, leading to improved performance. In the context of the work environment, when employees respect each other's rights, the working atmosphere becomes more enjoyable and less stressful, which could affect work focus. This will result in more optimal performance where employees can freely focus on completing their job descriptions. While such rules are often unwritten in formal organizational regulations, they become a form of extra-role activity that represents a unique understanding for employees to create the best working environment.

5. The Influence of Sportsmanship (Sportive Behavior) on Employee Performance

The last independent variable to be discussed is sportsmanship, which includes employees' sportsmanship, adherence to tolerance, and a lack of easy complaints, especially related to the organization. Besides showing a positive and significant relationship, this variable is also the most dominant independent variable influencing employee performance. This influence aligns with the findings of Puspitasari et al. (2023) and Anvari et al. (2015). It can be said that if a company wants to improve employee performance, the primary action is to create a working atmosphere full of loyalty and love for the organization or company. Employees' sincerity to work and not easily blaming the organization for workplace issues are factors that will encourage employees to love what they do. Thinking positively in facing problems and being willing to set aside and not fuss about trivial matters to avoid disturbing work concentration are principles that should be instilled in each employee to ensure optimal performance and always give their best to the company.

The sense of ownership that employees have for the company can begin with the company itself by providing the best for the employees. It can start with very simple gestures that do not require expenses, such as appreciating the work of leaders or company owners, paying attention to employees' needs to support their work, and other things that may incur a budget but can effectively influence employees' enthusiasm to sincerely give their best to the company, such as organizing annual prize-giving events. Such initiatives

will make employees think twice before complaining or focusing on the negative aspects of the company.

Conclusion

Based on the comprehensive research conducted on Organizational Citizenship Behavior (OCB) variables and their impact on employee performance, several key conclusions can be drawn. Firstly, altruism, characterized by employees willingly assisting each other, demonstrates a significant positive influence on employee performance. Increased awareness and engagement in mutual support not only enhance individual performance but also contribute to the overall improvement of team performance.

Secondly, conscientiousness, reflecting employees' carefulness in managing time and adhering to procedural matters, exhibits a positive but not statistically significant influence. Employees demonstrating conscientiousness by working beyond regular hours or following company rules without supervision can contribute to improved performance, albeit the impact is not deemed significant. This may be attributed to employees generally preferring to work within specified hours for reasons related to physical and mental well-being. Thirdly, Civic Virtue, or civic wisdom, significantly and positively influences employee performance. Greater employee participation in various company-organized information, programs, and events correlates with higher performance levels. Additionally, courtesy, encompassing behaviors that foster positive workplace relationships, has a positive and significant impact on performance. Striving for amicable relationships with colleagues, superiors, and subordinates is linked to enhanced employee performance.

Finally, sportsmanship, characterized by a positive and significant impact on employee performance, emerges as the most dominant factor among the variables studied. Higher levels of sportsmanship, tolerance, and a lack of complaints towards the organization correlate with elevated employee performance. In summary, these findings highlight the multifaceted nature of OCB variables and their varying impacts on employee performance within organizational contexts. Attitudes that need to be continuously developed by the company based on the results of this research are sportsmanship (sportsmanlike behavior, tolerance, and not complaining about the organization) and altruism or the attitude of mutual assistance among employees. This can be understood because the more positive employees are in accepting and understanding the organization, the more sincere they will be in giving their best performance. Similarly, the attitude of helping each other makes work more effective, quicker to complete, and the resulting performance more optimal.

The study has several limitations. Firstly, the sample size is relatively not big, which may limit its ability to fully represent the entire population. It is recommended that future research of a similar nature considers increasing the number of respondents to enhance the generalizability of the findings. Additionally, based on the existing results, there are likely other factors influencing employee performance that were not considered in this study. Subsequent research could benefit from incorporating additional variables, both as independent variables and as potential mediators or moderators in the relationship between

Organizational Citizenship Behavior (OCB) and employee performance. This would contribute to a more comprehensive and nuanced exploration of the subject, leading to richer and deeper insights.

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