

THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE

(Study on Service Employees at PT. Pos Indonesia, Jombang Branch)

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Abstract

The purpose of this study was to see how Organizational Citizenship Behavior and Organizational Commitment affected employee performance. The research was conducted using explanatory research methods. In this study, the population consisted of all employees who worked in the service department, and a saturated sample approach or census was utilized to select a research sample of 30 people from the overall population. According to the study's findings, Organizational Citizenship Behavior has a negative and significant effect on employee performance, but Organizational Commitment has a positive and substantial effect on the performance of Service Department employees PT. Pos Indonesia (Jombang Branch). The implications of this study indicate that increasing OCB and organizational commitment can improve employee performance. Therefore, companies need to encourage OCB behavior and increase employee organizational commitment through various programs and policies that support these two variables.

Keywords: Employee Performance, Organizational Citizenship Behavior, Organizational Commitment

1. INTRODUCTION

Human resource management (HRM) is crucial for every organization, especially in this era of increasingly fierce business competition. Human resources that have quality and high performance are the key to success in achieving organizational goals (Arifin, 2013). PT Pos Indonesia, as one of the leading postal service companies in Indonesia, is no exception to this challenge.

One of the leading figures in this field is Djoko Setyadi, an HR management expert who has contributed a lot to developing an understanding of the importance of HR to achieve organizational success. He emphasized that quality and high-performing human resources are valuable assets for a company, and effective HR management is the key to increasing the company's competitiveness in a competitive market (Suzana, 2017).

In the context of PT Pos Indonesia Jombang Branch, understanding the importance of effective HR management is increasingly relevant. Therefore, it is important to further understand the various factors that contribute to the influence of employee performance and loyalty (Utari et al., 2024), including at the PT Pos Indonesia Jombang Branch, such as the impact of Organizational Citizenship Behavior (OCB) and organizational commitment. OCB is a voluntary behavior shown by individuals to the organization, which is not required by their official roles or duties (Hasibuan, 2017).

Previous research conducted by (Fitri & Endratno, 2021) showed that OCB did not contribute a significant influence on employee performance in the context of Bahari Tegal Hotel. These findings challenge the common assumption that OCB, which includes extra-

role behaviors such as helping coworkers, showing loyalty, and exceeding basic job expectations, always improves employee performance. Furthermore, studies conducted in various companies such as PT Jane Intan Permata (Husainah et al., 2024), and PT Biofarma Persero (Latief et al., 2019) consistently show that OCB and organizational commitment positively affect employee performance. Studies Bastyant et al. (2024) and Utami et al. (2024) emphasize the importance of factors such as organizational culture, job satisfaction, and work environment. The results show that higher levels of OCB and organizational commitment lead to improved employee performance, highlighting the important role these aspects play in improving overall organizational effectiveness and success.

The purpose of this study was to determine and elucidate the relationship between organizational commitment and citizenship behavior (OCB) and employee performance at PT Pos Indonesia (Jombang Branch). This study is expected to be valuable for expanding the science of human resource management in general, and specifically about the relationship between employee performance, organizational citizenship behavior (OCB), and organizational commitment.

2. LITERATURE REVIEW

2.1. Organizational Citizenship Behavior (OCB)

OCB is a voluntary habit that organizational members carry out voluntarily, which is not directly related to specific tasks, but contributes to organizational effectiveness (Greenberg, 2011). OCB includes various forms of behavior, such as helping colleagues, supporting superiors, avoiding conflict, and complying with organizational rules voluntarily (Seto et al., 2023). OCB has five indicators, including altruism, conscientiousness, civility, sportsmanship, and civic virtue. (Seto et al., 2023).

2.2. Organizational Commitment

Organizational commitment is the willingness and desire of organizational members to remain and actively contribute to achieving organizational goals. This includes the level of trust, loyalty, and emotional attachment of members to the organization where they work (Seto et al., 2023). The indicators that can be used to measure the level of organizational commitment referring to are emotional attachment, desire to remain, identification with the organization, job satisfaction, and organizational involvement.

2.3. Employee Performance

Employee performance refers to an employee's level of achievement or production while carrying out their tasks and responsibilities at work (Seto et al., 2023). It includes an evaluation of how well an employee performs his or her duties, the extent to which they achieve set targets, and their contribution to the achievement of organizational goals. Employee Performance Indicators. It can include quality, timing, effectivity, independence, and work commitment (Wijaya, 2017).

2.4 Relationship Between Variable

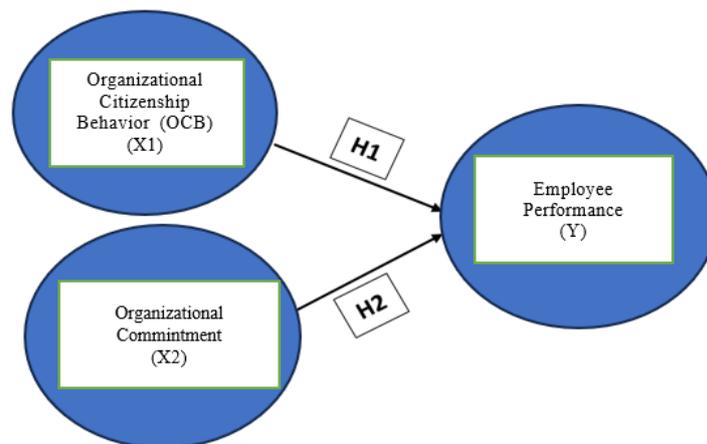
2.4.1. OCB and Employee Performance

High OCB among staff employees of PT Pos Indonesia Jombang Branch may be associated with improved performance. OCB, such as participation in volunteer activities and cooperation among employees, can encourage employees to be more dedicated and contribute positively to their work, which in turn can improve overall performance (Podsakoff, 2010)

2.4.2. Organizational Commitment and Employee Performance

A high level of commitment to PT Pos Indonesia among staff employees can also have a positive impact on their performance. Employees who feel the bound, loyal, and identified with the values of the organization tend to be more motivated to present the best in their work (Jaros & Culpepper, 2014). As a result, the effect of OCB and organizational commitment on employee performance at PT Pos Indonesia Jombang Branch, especially for staff employees, is important because it considers the context of increasing work effectiveness and results in the company (George, 1991).

2.5 Conceptual Framework



Source: processed data (2024)

Figure 1. Conceptual Framework

H1: Organizational Citizenship Behavior (OCB) has a favorable and significant impact on employee performance.

H2: Organizational commitment has a favorable and considerable impact on employee performance.

3. RESEARCH METHODS

This research is a type of explanatory research, which refers to the definition written by Mangkunegara (2017). Employee performance is the dependent variable in this study, whereas organizational commitment and OCB are the independent factors. This research was conducted on all employees of PT Pos Indonesia Jombang Branch who work in the service section. The sampling technique used is a saturated sample or census, which takes

the entire population as a sample. This study used a total sample size of 30 employees. Data was collected through questionnaires distributed to employees. This questionnaire contains questions designed to measure the variables of Organizational Citizenship Behavior (OCB), organizational commitment, and employee performance. Data analysis was conducted using multiple regression methods. Before conducting regression analysis, several classical assumption tests were carried out to ensure that the regression model used met the necessary conditions:

1. Normality Test: To ensure that the data distribution follows a normal distribution.
2. Heteroscedasticity Test: To ensure that there is no particular pattern in the distribution of data, so there are no symptoms of heteroscedasticity.
3. Autocorrelation Test: Using the Durbin-Watson value to ensure there is no autocorrelation in the regression model.
4. Multicollinearity Test: To ensure there is no high linear relationship between the independent variables.

4. RESULTS AND DISCUSSION

4.1. Research Results

4.1.1. Descriptive Characteristics of the Respondents

Table 1. Respondents Characteristics

No	Gender	Total	Percentage%
1	Male	7	23%
2	Female	23	77%
Total		30	100%
No	Age	Total	Percentage %
1	≤ 23 years old	23	73 %
2	≥ 24 years old	7	27 %
Total		30	100%
No	Education	Total	Percentage %
1	High School	17	53%
2	Bachelor	14	47%
Total		30	100%
No	Years of Service	Total	Percentage %
1	≤ 2 years	13	43 %
2	≥ 3 years	17	57 %
Total		30	100%

Source: Primary data processed, 2024

Table 1 shows that of the 30 respondents, the majority were women, namely 23 people or 77%, while men only amounted to 7 people or 23%. Based on age, most respondents were ≤ 23 years old, as many as 23 people or 73%, while those aged ≥ 24 years were only 7 people or 27%. In terms of education, 17 respondents or 53% have education up to high school level, while 14 respondents or 47% have a bachelor's degree. Finally, based on tenure, 17 respondents or 57% have a tenure of ≥ 3 years, while 13 respondents or 43% have a tenure of ≤ 2 years. This shows that the respondent group is

dominated by young women with high school education and have a relatively longer tenure.

4.1.2. Variable Response Frequency Data

Table 2 it shows that the mean score for OCB (X1) is 4.41, indicating a very high level of citizenship behavior among employees. This suggests that employees frequently go beyond their formal job requirements to help colleagues and contribute positively to the organization. The mean score for Organizational Commitment (X2) is 3.85, categorized as high, reflecting a strong attachment and sense of loyalty to the organization among employees. Lastly, Employee Performance (Y) has a mean score of 4.39, also falling into the very high category. This demonstrates that employees are performing their duties at an exceptional level, meeting or exceeding organizational expectations. The high levels of OCB and Organizational Commitment likely contribute to the very high employee performance observed, highlighting the positive interplay between these variables within the organization.

Table 2. Variable Response Frequency Data

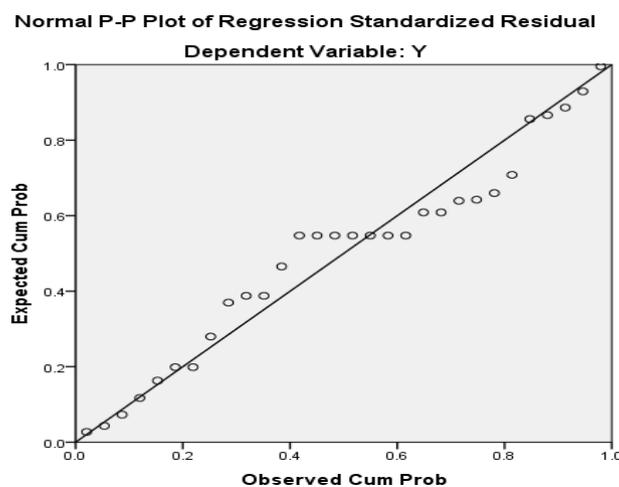
No	Variable	Mean	Category
1	Organizational Citizenship Behavior (OCB) (X1)	4,41	Very High
2	Organizational Commitment (X2)	3,85	High
3	Employee Performance (Y)	4,39	Very High

Source: Primary data processed, 2024

4.1.3. Classical Assumption Test

4.1.3.1. Normality Test

Based on Figure 2, the data distribution spreads and follows the diagonal line, which indicates that the data is normally distributed. Adherence to the diagonal line in a normal probability plot confirms that there are no significant deviations from normality, indicating that the residuals from the regression model are more or less normally distributed.

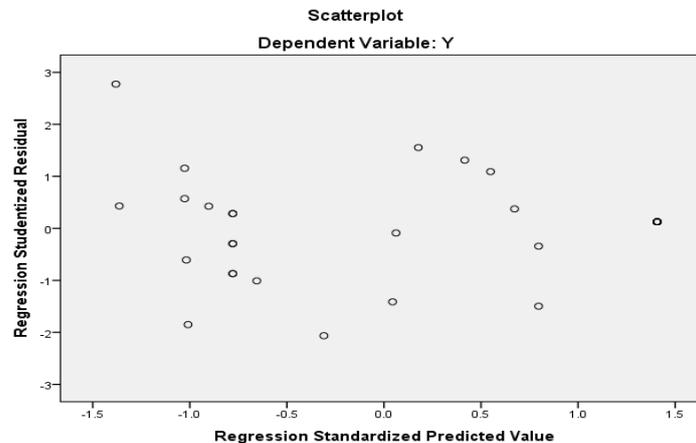


Source: Primary data processed (SPSS 24), 2024

Figure 2. Normality Test Result

4.1.3.2. Heteroscedasticity Test

Based on the figure 3, it indicates that there is no clear pattern and the data distribution spreads above and below or around the number 0, so it concludes that there are no symptoms of Heteroscedasticity.



Source: Primary data processed (SPSS 24), 2024

Figure 3. Heteroscedasticity Test

4.1.3.3. Autocorrelation Test

Table 3 shows that the DW value is 2.112 with a significance level of 0.05. Total sample ($n = 30$), total independent variables ($k = 2$), dL value (lower limit) = 1.2553, dU value (upper limit) = 1.5596. Therefore, the value of $dU < DW < 4 - dU$ or $1.5596 < 1.692 < 2.4404$. So, it can be concluded that the regression model in this study does not contain autocorrelation.

**Table 3. Autocorrelation Test
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.751 ^a	.564	.532	1.78275	1.692

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Primary data processed (SPSS 24), 2024

4.1.3.4 Multicollinearity Test

Table 4 it shows that the tolerance value of the two variables is $0.660 > 0.10$ and the VIF of the two variables is $1.515 < 10$. So, it can be concluded that there is no multicollinearity in the two independent variables in this study.

**Table 4. Multicollinearity Test
Coefficients^a**

Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational Citizenship Behavior (OCB) (X1)	.660	1.515
	Organizational Commitment (X2)	.660	1.515

a. Dependent Variable: Y

Source: Primary data processed (SPSS 24), 2024

4.1.4 Multiple Linear Regression Analysis

**Table 5. Multiple Linear Regression Analysis
Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.027	2.681		2.621	.014
1 Organizational Citizenship Behavior (OCB) (X1)	.468	.148	.494	3.162	.004
Organizational Commitment (X2)	.243	.109	.347	2.217	.035

Dependent Variable: Performance of employees (Y)

Source: Primary data processed (SPSS 24), 2024

Based on the table 5, the multiple linear regression equation can be the results of the analysis can be concluded as follows:

$$Y = 7,027 + 0,468 X1 + 0,243 X2$$

The results of the analysis can be summarised as follows:

- 1) The constant value above is 7.027, this figure indicates that if OCB and Organizational Commitment (no change), then employee performance is 7.027.
- 2) The value of OCB is 0.468. The data indicates a one-way relationship, indicating that Organizational Citizenship Behavior (OCB) positively impacts employee performance.
- 3) The value Organizational Commitment is 0.243. This is a one-way link, indicating that employee performance is positively impacted by organizational commitment.

4.1.5 Hypothesis Test

1) T test (Partial Test)

Based on Table 5, hypothesis testing results indicate that there is a substantial association between the independent and dependent variables. According to the model, Organizational Citizenship Behavior (OCB) (X1) has an unstandardized coefficient (B) of 0.468 and a standard error of 0.148. With a significance level (Sig.) of 0.004, the t-

value for OCB is 3.162 and the standardized coefficient (Beta) is 0.494. The first hypothesis (H1) is supported by these findings, which show that OCB has a favorable and significant impact on employee performance (Y) in the service division of PT Pos Indonesia (Jombang Branch).

Similarly, Organizational Commitment (X2) has an unstandardized coefficient of 0.243 and a standard error of 0.109. Organizational commitment has a standardized coefficient (Beta) of 0.347, a significance level of 0.035, a t value of 2.217. The second hypothesis (H2) is supported by this finding, which demonstrates that organizational commitment also has a positive and significant effect on employee performance (Y). Employee performance may also be impacted by other factors not included in the model, as indicated by the constant (intercept) of the model, which is 7.027 with a standard error of 2.681. Overall, both OCB and Organizational Commitment contribute positively and significantly to the performance of PT Pos Indonesia (Jombang Branch) service employees.

2) Coefficient of Determination (R²)

**Table 6. Coefficient of Determination Test Result (R²)
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	.564	.532	1.78275

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Primary data processed (SPSS 24), 2024

The table 6 shows Adjusted R Square of 0.532, or 53.2%, as the coefficient of determination. This indicates that the variables of organizational commitment and citizenship behavior (OCB) jointly influence the employee performance variable by 53.2%, while other variables not included in this study influence the remaining 46.8%. These variables may include job satisfaction, work stress, organizational culture, etc. (Bilgin & Demirer, 2012).

4.2. Discussion

4.2.1. The Effect of Organizational Citizenship Behaviour (OCB) on Employee Performance at PT. Pos Indonesia Jombang Branch

Based on the results of the analysis, Organizational Citizenship Behavior (OCB) has a significant positive impact on employee performance at PT Pos Indonesia Jombang Branch. OCB, which includes employee behavior outside of their formal duties, such as proactivity, peer support, and commitment to the organization, has been shown to have a close relationship with improved performance. The results show that employee perceptions of OCB at PT Pos Indonesia Jombang Branch are very high, meaning that employees at this branch tend to exhibit behaviors that support and go beyond basic expectations in their work.

When OCB is at a very high level, employees not only fulfill their responsibilities, but also actively contribute towards a more productive and harmonious work environment. This creates a work atmosphere that favors collaboration and efficiency,

which in turn improves overall performance. In addition, high OCB can influence how employees handle daily challenges and problems, demonstrate informal leadership, and innovate in the way they accomplish tasks. Therefore, increasing OCB should be considered as an important strategy to improve employee performance and achieve better results at PT Pos Indonesia Jombang Branch. The results of this study contradict research Fitri & Endratno (2021) showed that Organizational Citizenship Behavior (OCB) did not contribute a significant influence on employee performance in the context of Bahari Tegal Hotel.

4.2.2. The Effect of Organisational Commitment on Employee Performance at PT Pos Indonesia Jombang Branch

Based on the results of the analysis, it is evident that high Organizational Commitment has a positive impact on Employee Performance at PT Pos Indonesia Jombang Branch. Organizational Commitment, which refers to the degree to which employees identify with, are involved in, and are dedicated to their organization, plays a crucial role in enhancing performance outcomes. In the context of PT Pos Indonesia Jombang Branch, the high levels of perceived Organizational Commitment among employees suggest that they not only align with the organization's goals but also actively engage in behaviors that contribute to the organization's success

Employees who exhibit strong Organizational Commitment are more likely to go beyond their formal job requirements, demonstrating greater motivation, initiative, and persistence. This is reflected in their willingness to put in extra effort, their resilience in the face of challenges, and their proactive approach to problem-solving. These behaviors collectively enhance overall employee performance, leading to improved service quality and operational efficiency. Moreover, high Organizational Commitment fosters a positive work environment where employees feel valued and supported, which further boosts their job satisfaction and productivity. Therefore, investing in strategies that strengthen Organizational Commitment can significantly enhance employee performance, driving better outcomes for PT Pos Indonesia Jombang Branch. The results of this study are in line with research (Husainah et al., 2024), and (Latief et al., 2019) consistently show that OCB and organizational commitment positively affect employee performance.

5. CONCLUSION

Organizational Citizenship Behavior (OCB) is able to provide a well-related knowledge of its work, then good Organizational Citizenship Behavior (OCB) is able to improve employee performance at PT Pos Indonesia (Jombang Branch), Then, Organisational Commitment is able to provide employees who are active in carrying out organisational activities and outside the organisation at PT Pos Indonesia (Jombang Branch), therefore good organisational commitment can improve employee performance well.

To improve Organizational Citizenship Behavior (OCB), it is recommended that Training and Development initiatives focus on enhancing interpersonal skills, effective communication, and teamwork among employees. Additionally, implementing a reward system that recognizes and rewards employees who demonstrate high levels of OCB can motivate others to adopt similar behaviors. To reinforce Organizational Commitment,

increasing employee engagement through programs that encourage participation in organizational activities beyond daily duties can enhance their sense of belonging and responsibility. Improving the internal communication system ensures that employees feel more informed and involved in decision-making processes, further strengthening their commitment. Effective communication is crucial for increasing organizational commitment and improving employee performance. Periodic performance assessments and positive criticism can help employees find areas for growth. Additionally, offering relevant training and development opportunities aligned with job needs can enhance employee performance and contribute to overall organizational success.

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