

# Explaining the Influence of OCB Dimensions to the Employee Performance

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**Abstract**—OCB is a pivotal employee behavior to improving company performance. Increased competition triggered by globalization in various sectors of the economy makes competition in the banking business very tight, not only between banks but also from other financial institutions, including Rural Credit Banks (BPR). BPR as a business entity should always be directed and encouraged to play a role in significantly increasing the income and welfare of the community in order to be able to overcome economic inequality and social inequality, so that they are more able to act as a container for people's economic activities. For this reason, BPR as a business entity is demanded to be able to survive in the era of increasingly fierce competition today. The success of a company is strongly influenced by human resource factors. In an effort to improve employee performance, the company must have a strategy that is certainly in accordance with organizational goals.

The purpose of this study was to determine the effect of dimensions of OCB to the employee performance. This research is causal because it examines the effect of independent variables (OCB) on dependent variables (Employee Performance). The object of research was BPRS Bumi Rinjani, while the research data were analyzed using statistical analysis tools Structural Equation Model (SEM).

**Keywords**—*Organizational Citizenship Behavior, Employee Performance, Syariah Banking*

## I. INTRODUCTION

Increased competition triggered by globalization in various economic sectors requires industry players in various sectors to adjust their business behavior, methods and strategies to be able to maintain the existence and sustainability of their businesses. The competition triggered by globalization has an impact on the performance of the banking sector.

One type of banking sector business that is developing in Indonesia is the Rural Credit Bank (BPR). Act Number 7 of 1992 concerning Banking, which was subsequently

updated through Act Number 10 of 1998, is explicitly stated that BPRS are banks conducting conventional business activities or based on sharia principles in which their activities do not provide services in payment traffic.

In this study, the object used is the BPRS Bumi Rinjani to analyze the factors that influence employee performance. Islamic banking has proven to be resilient in the wake of the crisis in 1998. Therefore, it is hoped that BPRS can become a stabilizer of the country's financial condition. To obtain information about the performance of BPRS Bumi Rinjani employees, researchers conducted a preliminary survey and distributed questionnaires. The employee performance of BPRS Bumi Rinjani is recognized as not optimal, this is very closely related to the individual factors of the employees themselves, the majority of bank employees in carrying out their duties and obligations are only focused on tasks and only do what is their responsibility in accordance with what has been described in the SOP and job descriptions. In fact, to increase productivity, the Bank's directors have hopes that employees can provide more value than just carrying out their duties in accordance with their obligations.

Where the success and sustainability of an organization, will be largely determined by the willingness of employees to behave not only to carry out their basic tasks, but also have a desire to become a 'good employee' (good citizen) in their organization [10][11] state that 'good' employees who are willing to perform tasks other than their main tasks will affect organizational performance. The willingness of employees to take roles (roles) that exceed their primary role in an organization is called extra-role behavior. Extra role behavior in an organization is also known as Organizational Citizenship Behavior (OCB) which is a unique aspect of individual activities at work [15]. The organization will succeed if the employees not only do their main tasks, but also want to do extra tasks such as willingness to work together, please help, advise, participate actively, provide extra services to service users, and want to use their work time effectively [6].

Factor that can improve employee performance is OCB, which states that several studies have shown that OCB is positively related to individual, unit, and organizational

performance. So the implementation of OCB by employees in the workplace can have an impact on improving employee performance, performance in the unit/field where the employee is located and overall company performance. Every company certainly wants employees to do things that exceed what is stated in the job description, and it is proven that the company has an advantage over other companies [6].

[9] suggested that future research is to examine the differences between OCB and employee performance based on gender, education, years of service and other data so that the research carried out is more extensive and detailed. Based on this, it is important to conduct research on "Explaining the Influence of OCB Dimensions to the Performance of Employees".

## II. LITERATURE REVIEW

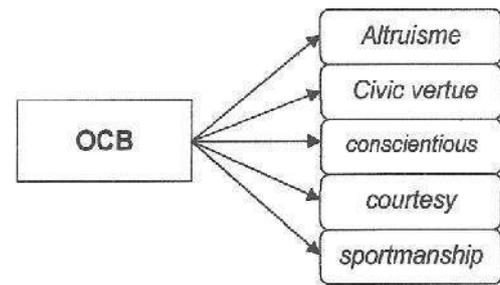
### Organizational Citizenship Behavior

According to [12], OCB as individual behavior that is free (discretionary), which does not directly or explicitly get an award from the formal reward system, and which as a whole encourages the effectiveness of organizational functions. OCB involves a number of behaviors including helping others, volunteering for extra tasks, complying with rules and procedures at work. These behaviors describe the added value of employees and are one form of prosocial behavior, namely positive, constructive and meaningful social behavior that helps [4].

OCB can influence organizational performance, Citizenship behavior improves group performance because it helps people work together. Employees who help each other do not have to ask their superiors to ask for help, leaving superiors free from more important tasks [13]. OCB is also often interpreted as behavior that exceeds formal obligations (extra roles) that are not related to direct compensation. That is, someone who has a high OCB will not be paid in the form of money or certain bonuses, but OCB is more on the social behavior of each individual to work beyond what is expected, such as helping colleagues during recess voluntarily is one example. OCB's position as one of the forms of extra-role behavior, has attracted attention and long debate among practitioners, organizations, researchers and academics. William and Anderson (1991) divided OCB into two categories, namely OCB-O and OCB-I.

From the theories and empirical studies presented in the previous chapter, it can be seen the development of OCB theory where in the initial stages, [12] developed OCB by using five dimensions, namely altruism, civic virtue, conscientiousness, courtesy and sportmanship. For more details, it will be described in the form of a model as follows:

Figure 1. OCB Model [12]



### Performance of Employee

[9] defines employee performance as the work achieved by individuals that are adjusted to the role or task of the individual within a company at a certain time period, which is associated with a certain value or standard size of the company where the individual works. According to [14] states performance is the result of work done by employees in accordance with the objectives to be achieved in the work performed. In general, performance is limited as a person's success in carrying out a job. Lawler and Porter in Sutrisno (2010) stated that performance is the success of someone in carrying out the task. Then the opinion that states performance as a delivery of information for material evaluation of the level of work success in achieving goals, among others, delivered [2] citing Bernandin and Russell's statement about performance as a report on the results obtained on the function of a job or activity over a certain period of time.

## III. METHOD

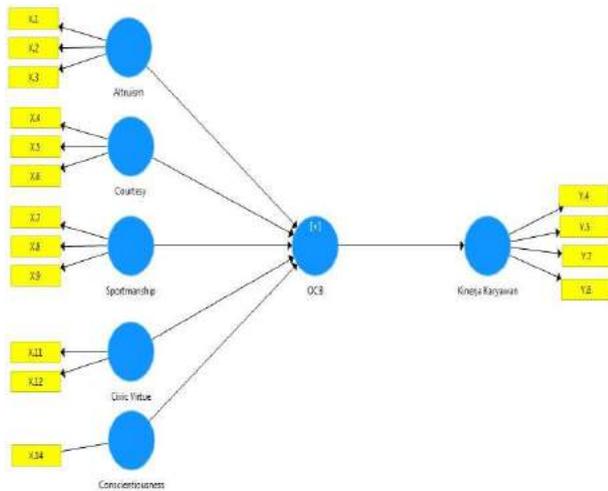
In accordance with the purpose of the study is to determine the effect of organizational citizen behavior on employee performance in Islamic people's credit banks, as well as referring to a predetermined problem and hypothesis formulation, this study uses a quantitative approach to test hypotheses. In a quantitative approach, emphasizing the hypothesis is expected to produce a conclusion that can be justified and generalized using statistical methods. This research is causal or causal because it will examine the effect of the independent variable (X) on the dependent variable (Y). The place of research was conducted at the BPRS Bumi Rinjani. Based on the research objectives that have been explained, the data analysis technique used in this study is SEM (Structural Equation Modeling) with PLS (Partial Least Square) approach. [1]described PLS as an alternative approach that shifted from a covariant-based SEM approach to variant-based. The reason for using PLS is because with this analysis tool it is possible to do structural equation modeling with a relatively small sample size and does not require normal multivariate assumptions [1].

Validation testing on PLS is a test of the suitability of the model that is carried out with the goodness-of-it outer model. This measurement model is evaluated by convergent and discriminant validity of the indicator and composite reliability for the indicator block [1]. Inner model analysis is carried out to ensure that the structural model that is built is robust and accurate[7].

The inner model is a structural model for predicting causality between latent variables [5]. The coefficient of determination (R-square or R2) is used to assess the effect of how much influence the independent latent variable has on the dependent latent variable, whether it has a substantive relationship [1]. While Goodness of Fit (GoF), is a measurement of overall model accuracy. This is because it is considered as a single measurement from the outer model and inner model measurements.

IV. RESULTS

Figure 2. Concept



	Path Coefficients Original (Male)	Path Coefficients Mean (Female)	Path Coefficients Mean (Male)	t-Values (Female)	t-Values (Male)	p-Values (Female)	p-Values (Male)
Altruism -> OCB	-0,004	-0,009	-0,006	0,192	0,353	0,848	0,724
Civic Virtue -> OCB	0,466	0,419	0,454	5,710	7,543	0,000	0,000
Conscientiousness -> OCB	0,164	0,233	0,119	1,349	4,298	0,178	0,000
Courtesy -> OCB	0,518	0,427	0,513	5,233	5,558	0,000	0,000
OCB -> Employee Performance	-0,428	-0,681	-0,472	2,329	8,629	0,020	0,000
Sportmanship -> OCB	0,086	0,126	0,081	1,638	4,047	0,102	0,000

Table 1. Result

OCB significantly and negatively affects employee performance based on OCB's perspective. These findings do not or refuse to support the results of research conducted saying that OCB can improve organizational performance because this behavior is a "lubricant" of social machines in organizations, in other words with the existence of this

behavior social interaction among members of the organization to be smooth, reduce the occurrence of disputes, and improve efficiency, and [13] where OCB is closely related to the high work output in quantity. OCB is an individual contribution in the role of work demands is too excessive, this can be understood because OCB involves several behaviors. And all the results in this study are inversely proportional to previous studies. Altruism or willingness to help coworkers has no effect on OCB in the sense that altruism is not a category of OCB with the assumptions that are in the field the more we help colleagues make us slightly ignore the job description that must be done. This is the thing that has increasingly disrupted work stability which has an impact on the declining performance of employees.

Other indicators in OCB, such as courtesy, sportmanship, civic virtue, and conscientiousness influence OCB. The results of the study revealed that all of these indicators are still correlated with job description or love with the company where we work, especially in the BPRS Bumi Rinjani.

OCB (X) [12]	Altruism	Willingness to help coworkers in completing their work within unusual situation (special situation).
	Courtesy	Behavior that describes the form of employee loyalty to employees company with involvement in organizational functions
	Sportmanship	Behavior that describes employees who emphasize to look at positive aspects rather than aspects negative from the company,
	Civic Virtue,	Behavior concerning employee support for administrative functions in the company.
	Conscientiousness	Behavior that describes employees who carry out tasks and responsibilities more than what is expected

Table 2. Indicator of OCB

Performance as a result of the functions of a person's or group's activities in an organization is influenced by various factors to achieve organizational goals within a certain time period. Performance is the result of organizational behavior that is directly related to the production of goods or the delivery of services. Information about organizational performance is a very important thing used to evaluate whether the process of activities carried out by the organization has been in line with the objectives expected or not, but in reality many organizations that actually lack information about performance in their organizations.

Previous research that supports the results of the study, among others, states that behavior as an organizational citizen with performance shows a significant influence, OCB on employee performance shows a positive effect ),

OCB has a significant effect on performance, a positive relationship between OCB and performance explains indications that OCB influences performance improvement [13], which shows OCB results have an effect on overall employee performance evaluation.

According to BPRS Bumi Rinjani employees, OCB has no effect on employee performance. Because all employees already have their own performance targets. Therefore, good performance or not is influenced by the achievement itself and they focus on their respective targets. Regarding sex, in the results of this study found no results that differed significantly between men and women. Therefore, recruitment in BPRS Bumi Rinjani can be adjusted to the job position without looking at gender because the performance results are not different.

Theoretically this research can contribute to the science of organizational behavior. This research shows that OCB does not significantly influence the performance of Bumi Rinjani SRB employees. Employee performance is largely determined by the target of an employee to self-actualize and meet their needs so that often regardless of the social aspects will affect performance. This study has several limitations that are expected to be an improvement in future research. Limitations in research include:

1. Exogenous variables to assess the factors that influence the endogenous variables of employee performance only OCB.
2. This study uses a type of research with a quantitative approach, so the results of the analysis are still considered to be lacking in depth only limited to the interpretation of statistical figures and testing hypotheses.
3. The object of this research is the scope of territory in the SRB Bumi Rinjani.

## V. CONCLUSION

The results of the analysis and overall discussion in this study indicate that OCB has no effect on employee performance. Because the banking world is very thick with formal and rigid rules, but after conducting research and in-depth study, at BPS Bumi Rinjani found the following matters:

1. Every employee has their respective targets that must be achieved. So that each employee only focuses on himself. However, there is a positive factor in the formation of culture in BPRS Bumi Rinjani, even though employees focus on the target, the work atmosphere remains conducive and very good. There are several events that are held to familiarize or strengthen the kinship in BPRS Bumi Rinjani, one of which is evening gymnastics every Wednesday after working hours. For BPRS Bumi Rinjani employees, this is what makes the atmosphere warm, especially health bonuses that are indirectly obtained not only physically healthy but also spiritually healthy. Because exercise will make

everyone's mind become fresher with the tasks that have accumulated every day, with deadlines that continue to exist.

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