

## Determination Of Factors That Can Improve Employee Performance

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### Abstract

*Organizational Citizenship Behavior and Organizational Commitment are critical factors in improving employee performance and overall organizational effectiveness. OCB refers to voluntary, extra-role behaviors that contribute to organizational efficiency and social environment, while Organizational Commitment reflects the psychological attachment and loyalty of employees to their organization. This research focuses on the interplay between these variables and their combined effect on employee performance. This study aims to evaluate the effects of organizational commitment and organizational citizenship behavior (OCB) on worker performance. Associative research was the methodology employed in this study. The 108 employees or former employees of PT PG Rajawali II make up the study's population. Multiple linear regression was used by the analytical tool. The results showed that organizational commitment and organizational citizenship behavior (OCB) have an impact on worker performance at PT PG Rajawali II. Multiple linear regressin result is  $Y= 1.239 + 0.235 X1 + 0.71 X2$  Employee performance can be enhanced for the benefit of the company and the individual by staff members who possess OCB and organizational commitment. To boost staff performance, PT PG Rajawali II should uphold and enhance the standard of corporate commitment and citizenship conduct.*

**Keywords:** *Organizational commitment, Employee performance, OCB*

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## INTRODUCTION

Resources are power and energy sources that are needed to create movement, activity, power, and action. Natural resources, financial resources, human resources, scientific resources, and technical resources are some of these resources. The most important of these is human resources. To achieve organizational objectives, human resources are used to augment other resources. In the absence of HR, other resources become ineffective and less useful in achieving company objectives. Human resource is a significant asset for the development and achievement of organizational or company goals. Successful firms require people who are willing to go above their formal obligations and offer performance that surpasses expectations.

In the rapidly evolving business landscape, organizations constantly seek ways to enhance employee performance and overall organizational effectiveness. Two critical factors that have garnered significant attention in this context are Organizational Citizenship Behavior (OCB) and Organizational Commitment. Both play a pivotal role in shaping employee attitudes and behaviors, which directly influence performance outcomes.

Organizational Citizenship Behavior refers to voluntary, extra-role behaviors exhibited by employees that are not explicitly recognized by the formal reward system but contribute to the overall functioning of the organization. These behaviors include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Employees who demonstrate OCB often go beyond their formal job requirements, assisting colleagues, and participating in organizational activities, which enhances the social and psychological environment of the workplace.

Organizational Commitment, on the other hand, is the psychological attachment and loyalty that employees feel towards their organization. It is characterized by a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort

on behalf of the organization, and a desire to maintain membership in the organization. Organizational Commitment is typically categorized into three dimensions: affective commitment (emotional attachment), continuance commitment (perceived costs of leaving the organization), and normative commitment (obligation to remain with the organization).

The interplay between OCB and Organizational Commitment is crucial in determining employee performance. High levels of OCB can lead to a more cooperative and efficient workplace, while strong Organizational Commitment can result in increased motivation, job satisfaction, and reduced turnover intentions. Together, these factors create a conducive environment for enhanced employee performance, which is essential for achieving organizational goals and maintaining competitive advantage.

Organizations seek individuals that are willing to execute duties that are not specified in their job description. Robbins and Judge (2008: 40) give evidence that firms with employees that exhibit good OCB (Organizational Citizenship Behavior) outperform other organizations. Winardi (2012: 49) states that positive employee behavior can improve individual and organizational performance, resulting in improved organizational development.

Organizational commitment, according to Robbins and Judge (2008: 100–101), is the willingness of a worker to assist a company. In order to evaluate employee performance, the organization must demonstrate commitment. Since performance reviews instantly mirror the organization's strategy plan, they are essential to its success. Employees remain the primary focus of performance reviews in the majority of businesses.

This meta-analysis examines the relationship between attitudinal Organizational Commitment and job performance across various studies. The results indicate a moderate to strong positive correlation between commitment and performance Riketta (2022). This research redefines the construct of OCB and validates its measurement. The authors explore the relationship between OCB, Organizational Commitment, and employee performance, highlighting the importance of both attitudinal and behavioral aspects in driving performance (Van Dyne, Graham, and Dienesch 2020).

## RESEARCH METHODS

### Types of Research

Defines associative research is the kind or method of research used to associate one variable to another. Both independent and dependent factors are used in this study. Employee performance is a dependent variable, whereas organizational citizenship behavior (OCB) and organizational commitment are independent factors.

### Population and Sample

The study's population consists of all 108 employees or former employees of PT PG Rajawali II. The entire population of 108 employees is included in the sample size for this investigation. Since there are only 108 employees in the population, it is believed that every employee has been sampled, negating the need for a set number of samples.

### Data Collection

One of the approaches used to acquire data for this study is field research, which entails :

- Firsthand observations of the company, questionnaire distribution, and interviews with personnel.
- Interviews are conducted to gather data and information for study analysis.
- Literature studies gather secondary data from companies, theoretical foundations, and relevant information for research.

- Questionnaire data gathering involves sending a list of questions to research participants.
- **Operational definition of Variables**
- Organizational Citizenship Behavior (OCB) (X1) refers to voluntary employee behavior that goes above and beyond their job responsibilities.
- Organizational Commitment (X2) Workers that are committed to their organization are more likely to provide their best effort.
- Employee Performance (Y) Employee performance refers to job outcomes that align with company goals.

### Validity and Reliability Test Analysis Method

Validity, in the words of Sugiyono (2012: 455), is the accuracy with which real data from the research subject differ from data that researchers are able to present. Accordingly, data "that does not differ" between the data the researcher reported and the data discovered in the study object is considered genuine data. Priyatno (2011: 69) defines dependability as a technique for measuring a questionnaire that serves as a variable indicator. Cronbach's alpha was used for reliability assessment. A Cronbach alpha coefficient greater than 0.6 implies that the instrument is reliable.

### Classical Assumption Testing

The results of the employed analysis are checked for divergence using the traditional assumption test. The test's traditional presumptions consist of:

- Test of Normality
- Test of Multikolinearity
- Test of Autocorrelation
- Test of Heteroskedasticity

### Multiple Linear Regression Analysis

The effects of organizational commitment and organizational citizenship behavior (OCB) on worker performance are investigated using multiple linear regression analysis. This is the equation that was used:

$$y = a + b_1x_1 + b_2x_2 + e$$

where:

a	= Constant
b <sub>1</sub> x <sub>1</sub>	= coefficient Regression X1
b <sub>2</sub> x <sub>2</sub>	= coefficient Regression X2
ε	= error
X <sub>1</sub>	= OCB
X <sub>2</sub>	= Commitment of Organizational
Y	= Performance of Employee

### Hypothesis testing Test F and t test

Determining the significance of the independent variable's concurrent influence on the dependent variable is the aim of this test. This test aims to quantify the impact of the independent variable on each of the dependent variables separately.

## RESULT AND DISCUSSION

### Analysis Methods

Valid test				
Variabel	Pernyataan	R hitung	R tabel	Keterangan
Var x1 (OCB)	1	0.601	0.599	Valid
	2	0.693	0.628	Valid
	3	0.773	0.279	Valid
	4			Valid
	5			Valid
Var x2 OC	1	0.609	0.653	Valid
	2	0.658		Valid
	3	0.592	0.279	Valid
	4			Valid
	5	0.575		Valid
Var y	1	0.598	0.788	Valid
	2	0.618		Valid
	3	0.691	0.279	Valid
	4			Valid
	5	0.353		Valid

Source: Data Processing Results, 2024

The table above shows that the three variables, Organizational Citizenship Behavior (OCB) (X1), Organizational Commitment (X2), and Employee Performance (Y), are valid because the value of  $r_{\text{calculate}}$  is greater than the  $r$  table, which is 0.279.

### Reliability Test

Each variable has a known dependability value (Cronbach's Alpha). Cronbach's Alpha values for the Organizational Citizenship Behavior (OCB) variable (X1) are 0.768, 0.676 for the organizational commitment variable (X2), and 0.73 for employee performance (Y). Because the values of the three variables exceed 0.6, it can be inferred that all variables in this study are reliable. Priyatno (2011:76).

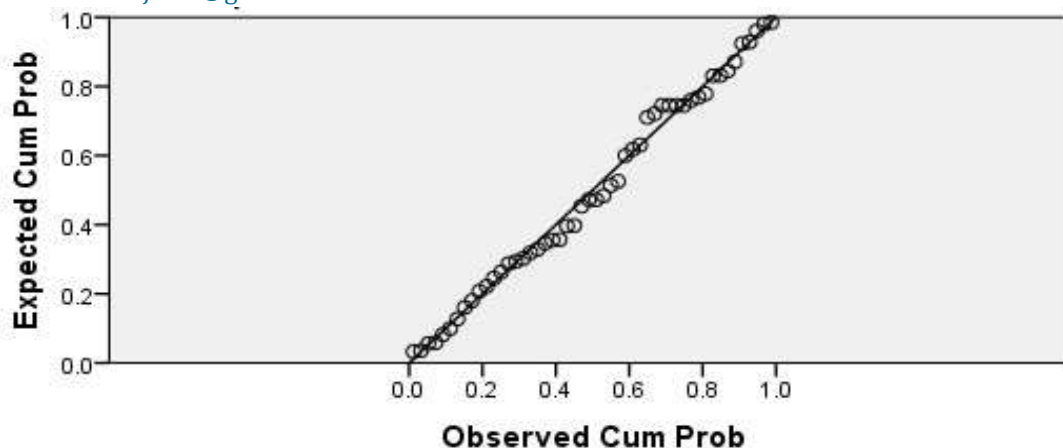
### Research Results

#### Test results Classic assumptions

#### Normality Test

The normality test determines if a regression model's independent variable, dependent variable, or both have a normal distribution or not.

Typical P-P Regression Plot Standardized Dependent Variable for Residual: Employee Outcomes



**Figure the Results of Normality**

Source :Data Processing Results, 2024

The Normal Regression P-P The distribution of data around and in the direction of the diagonal lines of the graph are shown in the Standardized Residual graph graphic. In other words, the existence of points around the line, as seen in the Scater Plot, indicates that the model is normally distributed and suitable for predicting projects.

**Multicollinearity Test**

Model		KOMITMEN ORGANISASI	OCB
Correlations	X2	1.	-.231
	X1	-.231	1.
Covariances	X2	.019	-.004
	X1	-.004	.016

a. Dependent Variable:Var Y

Source : Data Results, 2024

Two independent variables (Organizational Commitment and OCB) have a covariance of ≠ 0. As a result, the research data did not exhibit multicollinearity (singularity). As a result, we can conclude that this research data can be used to make an estimate.

**Heteroskedasticity Test**

The heteroskedasticity test determines whether there is a variance disorder across variables, hence collinearity must be tested. Heterokedasticity occurs when VIF is greater than 2, but not when VIF is less than 2. Statistical calculations yield the following VIF values for each independent variable:

1. Variable x1 VIF = 1.021.
2. Organizational Commitment Variable, VIF 1.021. Given that the VIF for both independent variables is less than 2, heterokedasticity is not present. As a result, the model can be used as an estimating model.

**Multiple Linear Regression Analysis Results**

$$Y = 1.239 + 0.235 X1 + 0.71 X2$$

An explanation of the equation is as follows:

1. If OCB is 1.239 and organizational commitment is 0, employee performance equals 1.239.
2. If all other independent variables stay constant, the regression coefficient of the OCB variable is 0.235, meaning that if the OCB increases by one unit, employee performance will increase by 0.235 units.
3. The 0.71 indicates that increasing organizational commitment by one unit leads to a 0.71 unit increase in employee performance, providing all independent variables remain constant.

### Hypothesis Testing Significant

Variable	F	Sig	Result
X1 OCB and X2 Org. Comm	4.760	.016 <sup>a</sup>	sig

Source: Data Processing Results, 2024

The F value is 4.760 and the significance level (Sig.) is 0.016, as is known. Since the likelihood of 0.016 is less than 0.05,  $H_a$  is accepted and  $H_0$  is denied. This indicates that employee performance is significantly impacted by Organizational Citizenship Behavior (OCB).

### Partial Test

Variable	t	Sig.
X1 OCB	1,955	.034

Source : Data Processing 2024

Employee performance is significantly impacted by the Summary Table of Organizational Citizenship Behavior (OCB) t Test Results (X1). (Y). Additionally, at a significance level of 0.05, organizational commitment (X2) has a partial impact on employee performance (Y), as the table illustrates.

### Discussion

#### Organizational Citizenship Behavior (OCB) and Commitment to Employee Performance.

The analysis found that X1 and X2 have a significant influence on Y, as indicated by  $F_{counts} > F_{table}$  and a lower level of significance ( $0.016 < 0.05$ ).

#### Organizational Citizenship Behavior (OCB) and Employee Performance

X1 has a significant impact on Y because the level of significance is less than 0.05 (0.034). This implies that OCB is extremely significant in boosting performance of employee at PT. PG Rajawali II.

#### Organizational Commitment to Employee Performance

X2 have a considerable impact on Y because the level of significance is less than 0.05, i.e., 0.012. This implies that organizational commitment is very significant in enhancing performance of employee at PT. PG Rajawali II.

## CONCLUSION

The findings of the research X1 and X2 have a significant influence on Y, as indicated by  $F_{counts} > F_{table}$  and a lower level of significance ( $0.016 < 0.05$ ), X1 has a significant impact on Y because the level of significance is less than 0.05 (0.034). This implies that OCB is extremely significant in boosting performance of employee at PT. PG Rajawali II, X2 have a considerable impact on Y because the level of significance is less than 0.05, i.e., 0.012. This implies that organizational commitment is very significant in enhancing performance of employee at PT. PG Rajawali II., based on the data we can be summarized as follows:

1. Employee performance is significantly impacted by organizational commitment and organizational citizenship behavior (OCB). This implies that employees will be able to improve both their individual and the organization's performance if they have OCB and organizational devotion.
2. OCB significantly impacts performance of employee. This suggests that employees with OCB, which values compliance, loyalty, and engagement, have a significant impact.

Organizational commitment significantly impacts employee performance. This indicates that personnel with organizational commitment will give their all for the organization, making them feel good.

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