

Organizational Commitment on Employee Performance: The Mediating Role of Organizational Citizenship Behavior in Papua Province

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ABSTRACT

This study aimed to analyze the direct effect and indirect effect of organizational commitment on employee performance through organizational citizenship behavior in Boven Digoel Regency, Papua Province, Indonesia. The study utilized a sample of 142 employees selected through a consideration technique from ten regional apparatus organizations in Boven Digoel Regency, out of a total of 185 employees. Path analysis, facilitated by SmartPLS version 3.00, was employed for data analysis. The analysis yielded several noteworthy findings. First, organizational commitment was observed to lack a direct impact on employee performance. However, it exhibited a significant influence on the manifestation of organizational citizenship behavior. Second, organizational citizenship behavior demonstrated a substantial positive effect on employee performance. Lastly, organizational citizenship behavior was identified as a mediator in the relationship between organizational commitment and employee performance.

Keywords: *Organizational Commitment, Organizational Citizenship Behavior, Employee Performance*

INTRODUCTION

Boven Digoel Regency is one of the regencies in Papua Province that was formed based on Law Number 26 of 2002 concerning the Establishment of Sarmi Regency, Keerom Regency, South Sorong Regency, Raja Ampat Regency, Bitang Mountains Regency, Yahukimo Regency, Tolikara Regency, Waropen Regency, Kaimana Regency, Boven Digoel Regency, Mappi Regency, Asmat Regency, Teluk Bintuni Regency, and Teluk Wondama Regency in Papua Province.

Based on the Government Performance Accountability Report and the Government Agency Performance Accountability System released by the Ministry of Administrative Reform and Bureaucratic Reform in 2017, Papua Province received a "B" rating, an improvement from its previous "CC" rating. In 2019, during the 23rd Anniversary of Regional Autonomy, the Papua Provincial Government, on behalf of the Ministry of Home Affairs, honored several regions based on the Decree of the Minister of Home Affairs Number 118-8840 of 2018 regarding the Determination and Ranking of National Regional Government Performance Status in 2017. Jayapura Regency, with the highest score of 3.07, and Mimika Regency, with a score of 3.00, ranked first and second, respectively, for their outstanding local government

administration performance. Boven Digoel Regency secured the eighth position, with a score of 2.69, within the high category among the 18 regencies in Papua Province.

The leaders and officials within the regional government must possess the ability to effectively, efficiently, and productively manage all aspects of the region. This is essential to optimize the functions and roles of each regional apparatus organizations within Boven Digoel Regency. These efforts are guided by Government Regulation of the Republic of Indonesia Number 18 of 2016, which pertains to Regional Apparatus, and further supported by Regional Regulation of Boven Digoel Regency Number 10 of 2017, which outlines the formation and structure of regional apparatus. One critical aspect that demands attention is human resources, which serve as the driving force behind any organization. The Boven Digoel Regency must be proactive in developing the potential of its human resources. Employees, in particular, are the organization's most valuable asset, as they are responsible for the operation, control, and development of the organization in the face of evolving demands and competition

Recognizing the pivotal role of human resources is essential for organizations striving to achieve high performance. Human resources manages the existing systems and efficiently allocates available resources to attain maximum efficiency and overall organizational performance. The effective, efficient, and productive utilization of human resources and other resources represents a primary goal for any organization. Moreover, it is emphasized that human resources, particularly well-qualified employees who meet performance standards, significantly influence the success of a business organization (Sagala and Rivai, 2013). In this context, achieving organizational goals hinges on the optimal contributions of the organization's members, that is, its human resources. A close relationship exists between individual performance and

organizational performance (Sedarmayanti, 2018). When employee performance is of high quality, it tends to correspond with strong organizational performance, and conversely, poor employee performance can negatively impact the organization.

Scholars have identified various factors that influence employee performance, and one significant factor is organizational commitment. The literature on organizational commitment (Allen and Meyer, 1990) underscores its importance for employees. Furthermore, it is stated that organizational commitment is divided into three dimensions, including; 1) affective commitment (employee's emotional sense, identification and involvement in the organization), 2) continuance commitment (commitment based on losses related to employee's release from the organization), and 3) normative commitment (feeling of obligation to remain in the organization). Problems related to the performance of employees of Boven Digoel Boven Digoel Regency, Papua Province include; 1) not yet optimal cooperation between each regional apparatus organizations and the commitment of each employee in supporting the performance of the local government where one of the indicators of local government performance is the non-achievement of an unqualified opinion, in other words, the government's performance is still in adverse opinion or unreasonable opinion, 2) employees have not been able to provide satisfactory services to the community due to a lack of awareness of their duties and responsibilities, 3) employees do not show involvement in work due to awareness but often wait to be ordered, 4) employees do not show innovative work behavior at work, 5) employees who do not hone their skills and knowledge for organizational progress, and 6) employee competencies are not used properly in supporting progress.

Another factor that also affects individual performance is organizational citizenship behavior, as proposed by Shahin et al. (2014), who proposed that

organizational citizenship behavior positively influences employee performance. Organizational citizenship behavior shown by an employee will positively impact the ability to develop attitudes, behaviors, and knowledge that support the employee's performance. Some of the problems and phenomena related to the voluntary role shown by employees are described as follows; 1)employees who do not pay attention and motivate other employees to achieve optimal performance, 2)co-workers who are not optimal in developing their potential, 3)lack of employee involvement in the decision-making process, 4)employee attitudes that lack willingness for the interests of the organization for the achievement of goals, 5)employees lack the desire to provide more energy and responsibility in supporting the success of the organization where they work; 6)there are still employees who have the behavior of putting their own interests ahead of organizational interests, 7)there is still a lack of employee obedience to the rules, and 8)employees utilize break time more than the specified time.

Based on the abovementioned problems and data, this study aimed to analyze the direct and indirect effects of organizational commitment on employee performance through organizational citizenship behavior.

LITERATURE REVIEW

Organizational Commitment

Fostering employee commitment is of paramount importance for any organization. High-commitment employees bring various benefits, as they tend to be more stable and productive (Greenberg and Baron, 1997). Moreover, employees with high commitment are motivated to be actively present in the organization and work diligently to achieve organizational goals (Mowday et al., 1979). Additionally, individuals within an organization who exhibit high commitment tend to foster a sense of belonging and responsibility towards their duties. They are less likely to

leave the organization compared to members with lower commitment. Employee commitment to the organization can be defined as the degree to which an employee aligns with a particular organization, its goals, and their intention to maintain membership in the organization (Robbins and Judge, 2012).

Employee Performance

Employee performance, often referred to as work performance, is the measure of an employee's output in terms of both quality and quantity, achieved while fulfilling their responsibilities and duties as defined by processes and expectations (Mangkunegara, 2017). Greenberg and Baron (1997) further define employee performance as an expression encompassing elements such as productivity, efficiency, and effectiveness. Performance in this context is directly related to achieving organizational goals and is reflective of the efficiency and effectiveness of an employee's contributions (Greenberg and Baron, 1997). In alignment with this perspective, Dessler (2011) contends that employee performance, or work performance, refers to the actual performance of employees in comparison to the performance expected from them.

Organizational Citizenship Behavior

Organizational citizenship behavior represents a form of cooperative behavior that includes several aspects. First, the willingness to actively engage and thrive within the organizational system. Second, dependable role performance, which entails consistently meeting, and even surpassing, minimum qualitative or quantitative criteria. Third, innovative and spontaneous behavior, which extends beyond the formal job requirements, allowing individuals to fulfill their duties (Dessler, 2011). In line with this concept, Robbins and Judge (2012) characterize organizational citizenship behavior as voluntary actions that are not part of an employee's formal obligations but effectively contribute to the organization's

functioning. Greenberg and Baron (1997) similarly assert that organizational citizenship behavior involves actions by organizational members that go beyond the formal requirements of their positions. Moreover, organizational citizenship behavior is typically characterized by three key components. First, the behavior surpasses the formal provisions and job descriptions established by the organization. Second, these actions are performed voluntarily, often stemming from an individual's intrinsic motivation and do not necessitate additional training. Third, the organization typically does not reward these actions with formal incentives (Greenberg and Baron, 1997).

RESEARCH METHODS

Type of Research

The research is conducted as a quantitative study with an explanatory approach. This research method employs numerical data and statistical calculations to test the hypotheses that have been formulated (Field, 2013).

Research Population and Sample

The sample in this study was 142 civil servants spread across 10 Regional Apparatus Organizations in Boven Digoel Regency, Papua Province, totalling 185 employees. The sampling technique used a consideration technique, where the consideration used was employees who occupied echelon 4, 3, and echelon 2 positions.

Instrument Measurement

The research instrument in the form of items in the study was tested for validation and reliability of the variables studied. The measurement of each variable refers to the respective models below.

Organizational commitment refers to Allen and Meyer (1990) with indicators including; 1) affective commitment, 2) normative commitment, and 3) continuance commitment.

The measurement of organizational citizenship behavior refers to Organ (2018); among others; 1) altruism, 2) politeness, 3) conscience, 4) citizen virtue, and 5) sportsmanship.

The employee performance measurement model refers to Mondy and Robert (1993), including; 1) quality, 2) quantity, 3) timeliness, 4) cost-effectiveness, and 5) interpersonal relationships. All instruments were measured with a 5 point likert scale (1=strongly disagree, 5=strongly agree) (Dawes, 2008).

Data Analysis

The analysis employed in this research included descriptive statistical analysis and quantitative analysis using path analysis with structural equation modeling (SEM) modeling, which was conducted with the SmartPLS version 3.00, a partial least square (PLS) program.

RESULT AND DISCUSSION

Description of Respondents

In this study, a total of 120 respondents participated out of 142 employees who received the questionnaire, resulting in a response rate of 85%. The remaining 22 questionnaires (15%) were not returned. The demographic profile of the respondents is as follows; 75 male respondents (63%) and 45 female employees (38%). Age of respondents; 21-30 years as many as 2 people (2%), 31-40 years as many as 20 respondents (17%), 41-50 years as many as 60 respondents (50%), and >50 years as many as 38 respondents (29%). Education level; high school as many as 8 respondents (7%), diploma III as many as 16 respondents (13%), undergraduate as many as 92 respondents (77%), and master as many as 4 respondents (3%). Tenure; 6-10 years for as many as 20 respondents (18%), 11-15 years for as many as 24 respondents (30%), 16-20 years for as many as 36 respondents (30%), and >21 years as many as 40 respondents (33%).

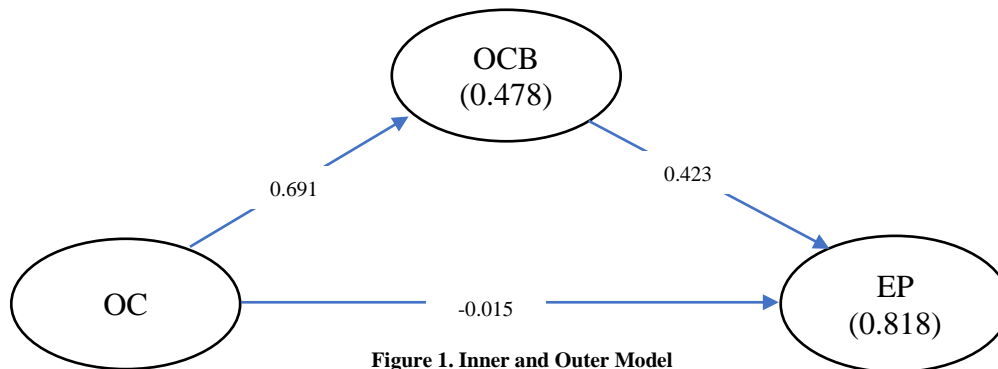
Direct and Indirect Effect

Tests of direct and indirect effects are presented in Table 1:

Table 1. Direct and Indirect Effects

Relationship Between Variables	Path Coefficient	t-stat	P-Value	Note
OC → EP	-0.015	0.293	0.067	Not Sig.
OC→OCB	0.691	19.636	0.000	Sig.
OCB → EP	0.423	6.692	0.000	Sig.
OC→OCB→EP	0.293	6.304	0.000	Sig.

The test results are presented in the final model in Figure 1:



Effect of Organizational Commitment (OC) on Employee Performance (EP)

Based on the test results presented in Table 1, the analysis indicates that the acquisition of a t-statistic value of 0.293 (which is less than 1.96) and a path coefficient of -0.015 is not statistically significant. Therefore, the first hypothesis of this study, which posits that organizational commitment effect employee performance in Boven Digoel Regency, is rejected. These results suggest that there is insufficient evidence to support the idea that organizational commitment directly improves employee performance in this specific region. The rejection of the hypothesis shows that these findings are not in line with previous study (Chen et al., 2006; Pangestuti, 2014).

The findings of this study state that organizational commitment has no effect on employee performance. The results of this study are in line with the results of prior (Hakim and Fernandes, 2017; Harwiki, 2016; Indarti et al., 2017).

The findings of this study also offer a unique perspective on organizational commitment and its connection with

employee performance. It suggests that both high and low levels of commitment among civil servants do not have a significant effect on employee performance. In other words, stronger commitment does not lead to higher employee performance. This finding contradicts previous studies that have examined the relationship between commitment and performance. It is in line with the statement of Lee and Mowday (1987), which states that the employee's commitment does not always determine employee performance. There may be other more important factors that affect employee performance. Employee performance can be determined by fundamental factors important in performance appraisal.

Based on the study findings, there are several considerations for regional leaders, including the regent and deputy regent of Boven Digoel Regency. It is essential to continue efforts to enhance employees' organizational commitment. This can be achieved through a concerted focus on recognizing the value of their employees and ensuring that the rules governing the organization and government are consistently applied. An organization

that fosters a sense of pride in adhering to work rules, leading to employee loyalty and adherence to policies, and where employees feel supported and not abandoned by the leadership as a result of each policy, is likely to witness an increase in organizational commitment.

Effect of Organizational Commitment (OC) on Organizational Citizenship Behavior (OCB)

Based on the test results in Table 1, the analysis results show that the acquisition of a t-statistic value of 19.636 (>1.96) and a path coefficient of 0.691 is significant. Based on these results, this study's second hypothesis is accepted. Thus, organizational commitment effect organizational citizenship behavior. Then, organizational commitment in Boven Digoel Regency employees can directly increase employee organizational citizenship behavior. The finding is in line with previous research (Devece et al., 2016; Harwiki, 2016; Obedgiu et al., 2017; Salehi and Gholtash, 2011). Employees who have high commitment will show organizational citizenship behavior. Organizational commitment is a determinant of organizational citizenship behavior (Kim, 2014). O'Reilly and Chatman in Kim (2014) identified that organizational commitment is a significant predictor in realizing organizational citizenship behavior.

The presence of a direct and positive relationship between organizational commitment and organizational citizenship behavior is substantiated by the positive path coefficient. Consequently, the findings of this study align with the theory articulated by Allen and Meyer (1990), which posits that the commitment exhibited by individuals can facilitate the attainment of organizational goals. Allen and Meyer (1990) further elaborate that employee commitment plays a pivotal role in shaping the organization's common goals established during its inception. In previous work, Mowday et al. (1979) defined organizational commitment as the relative strength of

individuals' identification with various aspects of the organization. It is characterized by three key components; the acceptance of the organization's values and objectives, the readiness and willingness to exert earnest efforts on behalf of the organization, and the desire to maintain membership in the organization and remain an integral part of it.

The findings of this study also demonstrate that employees' high organizational commitment within each organizational citizenship behavior in Boven Digoel Regency positively influences their willingness to take on voluntary roles, assisting colleagues even beyond their primary job responsibilities. Elevated levels of organizational commitment among state civil service in Boven Digoel Regency contribute to their readiness to support colleagues for the benefit of both the agencies and individual regional work units.

Effect of Organizational Citizenship Behavior (OCB) on Employee Performance (EP)

The analysis results show a significant t-statistic value of 6.692 (>1.96) with a path coefficient value of 0.423. The third hypothesis can be accepted or supported based on the test analysis. It can be concluded that organizational citizenship behavior has a significant effect on employee performance. Thus, employee organizational citizenship behavior can directly improve employee performance in Boven Digoel Regency. The findings of this study are in line with the results of prior studies (Basu et al., 2017; Khazaei et al., 2011; Tsai and Lin, 2014).

The findings of this study highlight the continued significance of organizational citizenship behavior in enhancing employee performance. Characterizes organizational citizenship behavior as a form of cooperative behavior encompassing the following components. First, willingness to join and remain; employees' readiness to become part of a system or organization and their commitment to staying within it.

Second, dependable role performance; behaviors that can be counted on to consistently meet or exceed the minimum criteria, both qualitatively and quantitatively. Third, innovative and spontaneous behavior; actions that go beyond the prescribed job roles, allowing individuals to fulfill their responsibilities effectively.

The research findings underscore the importance of leaders and employees, within each regional apparatus organizations, playing voluntary roles in supporting colleagues and fostering organizational performance to contribute to the overall development of Boven Digoel Regency. These roles can be realized through upholding values of politeness in alignment with regional customs, regulations, and organizational standards, increasing voluntary support for colleagues, striving to meet specified work standards, cultivating a positive and cooperative work environment without compromising productivity.

Organizational Citizenship Behavior (OCB) as the Mediating Effects of Organizational Commitment (OC) on Employee Performance (EP)

The analysis results indicate that the indirect path coefficient value of 0.293 is significant, with a t-statistic value of 6.304 (>1.96). Based on these test results, we can conclude that the fourth hypothesis is supported. This suggests that organizational citizenship behavior serves as an intervening variable mediating the influence between organizational commitment and employee performance. The findings of this study are consistent with prior research (Basu et al., 2017; Khazaei et al., 2011; Tsai and Lin, 2014).

The importance of organizational citizenship behavior in an organization is based on how each member goes beyond their formal role. According to Greenberg (2003), organizational citizenship behavior comprises actions that exceed formal job provisions and is characterized by three

main components; 1)exceeding formal provisions or job descriptions, 2)voluntary actions not requiring training, and 3)actions unrewarded by formal organizational incentives.

Regional leaders (regent or deputy regent) and leaders in each regional apparatus organizations should closely monitor employees' voluntary role behavior. Their attention to these voluntary roles will significantly influence organizational performance, including both individual regional apparatus organizations performance and the overall performance of Boven Digoel Regency.

CONCLUSION AND SUGGESTION

Some conclusions from the findings of this study include:

1.To improve employee performance in Boven Digoel Regency, it is crucial to enhance their organizational commitment to their tasks, jobs, and positions, directing performance towards a positive outcome.

2.Organizational commitment has been shown to promote increased voluntary behavior, such as helping colleagues beyond their primary tasks, or fostering organizational citizenship behavior in a positive direction.

3.Organizational commitment has been shown to promote increased voluntary behavior, such as helping colleagues beyond their primary tasks, or fostering organizational citizenship behavior in a positive direction.

4.Organizational citizenship behavior acts as a mediator, influencing the impact of organizational commitment on the performance of each employee performance in Boven Digoel Regency in a positive direction.

Some suggestions that can be given to regional leaders and every employee in the scope of Boven Digoel Regency, Papua Province, academics, and for the development of future studies include:

1.Regional heads should carefully assess each employee's performance to determine the placement of officials who meet the

requirements for occupying structural positions in alignment with their rank, group, space, and echelon.

2. The regional head must diligently select the heads of service or agency within each regional apparatus organizations, ensuring that they meet the necessary qualifications. This is essential for the effective execution of their duties and functions in providing public services to the community.

3. Every civil servant in Boven Digoel Regency should focus on improving their individual performance to positively influence the overall organizational performance.

4. This study enriches research concepts in the fields of human resource management and organizational behavior, particularly in relation to organizational commitment, organizational citizenship behavior, and employee performance.

Declaration by Authors

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