Organizational Citizenship Behavior while mediating Self-Efficacy, Servant Leadership and Organization Culture on Employee Performance

Lintang Arum Pratiwi and Lenny Christina Nawangsari

ABSTRACT

This study aims to examine and analyze the effect of Self-efficacy, Servant Leadership, Organization Culture on Employee Performance with Organizational Citizenship Behavior as mediation variables in a more indepth and comprehensive at Kharisma Potensia Indonesia. This study uses the Partial Least Square (PLS) analysis method with SmartPLS system assistance. And based on the results of studies with through a questionnaire to 52 employees then found the result that Servant Leadership has a positive effect and not significant to the Employee Performance. Organizational Citizenship Behavior has not been proven to mediate Self-Efficacy, Servant Leadership, Organizational Culture on Employee Performance. Self-efficacy has a positive and significant effect on Organizational Citizenship Behavior. Servant Leadership has a negative influence and not significant to Organizational Citizenship Behavior. Organization Culture has a positive and significant effect on Organizational Citizenship Behavior. Self-Efficacy has a positive and significant effect on Employee Performance. Organization Culture has a significant influence on Employee Performance. Organizational Citizenship Behavior has a negative influence and not significant to the Employee Performance in Kharisma Potensia Indonesia.

Keywords: Self-Efficacy, Servant Leadership, Organization Culture, Organizational Citizenship Behavior, Employee Performance.

I. INTRODUCTION

To Develop Man Power Source in the Organization is become one of the most factors to perform employee competitive advantage in the company, so it can be a key to success each Human Capital in the future will come, either as a personal employee or by an organization. And one of the company challenges is retaining the employees who have a competitive advantage with intangible capability who can support the organization to realize the vision and mission as well as the purpose of the organization, both of short term and long-term goals of organization. The raised kind of business consulting in Indonesia motivate Kharisma Potensia Indonesia to be able to compete in order to contribute to advancing the Man Power Source business in Indonesia, in accordance with the vision of Kharisma potensia Indonesia which become best partners for the client through the service related in the field of Man Power Source administration. And things that can be done through the attitude that good and communicative towards clients and the service quality are continuously improved.

The study is based on the figures that fluctuate on a comparative assessment of performance at Kharisma potensia Indonesia, which found that the average ratings of employee performance is above of the performance standard, while the assessment of employees of the self-itself has a number average on below. That means of the results average ratings are, the leaders are already assessing employees it has been enough to implement the competencies based on the indicator based on employee assessment of core competencies appraisal, but employees are still assessing the lack of the ability of self alone. Based on the employee resign data categories, the high average result the biggest reason is the internal relationship problems, that means this is the problems occur between employees and their superior. The writer used Employee pre-survey and found that there is a gap that as much as 47% of employee disagree on statement that their superior able to use problems mapping with effective and efficiently and found that there are as much as 41% of employee disagree on statement that their superior are able to increase their spirit of work. There are 58% of employee are disagree with the statement that employee could complete the task without taking extra break and there are 42% of employee disagree with statement of the employee could perform task without any employee job obligation, but employees still do it because employees consider these tasks important to the progress of the organization. And based on percentage of employee attendance report, there found that the employee salaries had been reduce it’s related with percentage of employee attendance report, there found that employees still do it because employees consider these tasks important to the progress of the organization. And based on percentage of employee attendance report, there found that the employee salaries had been reduce it’s related with percentage of employee attendance report, there found that employees still do it because employees consider these tasks important to the progress of the organization.

DOI: http://dx.doi.org/10.24018/ejbmr.2021.6.1.713
II. LITERATURE REVIEW

Kasmir [28] said that the performance is the result of work and behavior of the work that has been achieved in completing the tasks and responsibilities that are given in a period specified. Bandura [8] defines that Self-efficacy as the belief someone in their ability to carry out a control on the functioning of the person's own and events in the environment. According Vondey [68] Servant Leadership is a leader who really cares on the growth and dynamics of the life of a follower, their community because that he put the things that rather than achieving the ambitions of personal ambitions and his own. Organizational culture is the values, principles, traditions, and attitudes that influence the act of organizational member [51]. Organ in Mohammad [33], defines Organizational Citizenship Behavior (OCB) is the choice and initiative of the individual, not related to the system of reward and punishment formal in an organization, but in aggregate to improve the effectiveness of the organization. Research that is done by Hosniyah [25] find that the Self-efficacy and satisfaction of work affects positively and significantly on Organizational Citizenship Behavior. Research that is done by Budiastuti [8] that Servant Leadership influence positively and significantly on Organizational Citizenship Behavior. While the studies were conducted Arif Rahman [21] resulted in that the Servant Leadership is not an effect on organizational citizenship behavior. Nawangsari and Sutawidjaya [39] has research that there is significant influence of Performance Appraisal to Organizational Citizenship Behavior. Research that is conducted by Prasetya and Nawangsari [42] associated Style Leadership, Cultural Organizations and motivation of work that affect it directly and partially in positively and significantly on Organizational Citizenship Behavior of environment. Unsl Abrar and Isyanto [1], that Organizational Citizenship Behavior affect it positively against Employee Performance. Based on Nurdin and Nawangsari [27], Organizational Commitment has a significant effect on LPPi employee organizational citizenship behavior, the higher the employee’s commitment to the LPPi, the higher the level of Organizational Citizenship Behavior, and the other research from Nikolett and Nawangsari [40] said that performance appraisal is found to have the most significant impact on Organizational Citizenship Behavior. While the studies were conducted by Amanda [2] that the Organizational Citizenship Behavior has no effect on the improvement of the performance of the employee at the employee of PT Bank Rakyat Indonesia unit of the University of Jember.

![Conceptual Framework](image-url)

Remarks:

X1: Self-Efficacy
  X1.1: Magnitude
  X1.2: Strength
  X1.3: Generality

X2: Servant Leadership
  X2.1: Altruistic Calling
  X2.2: Emotional Healing
  X2.3: Wisdom
  X2.4: Persuasive Mapping
  X2.5: Organizational Stewardship

X3: Organization Culture
  X3.1: Innovation and the Courage to Take Risks
  X3.2: Human Oriented
  X3.3: Team Oriented

Y1: Organizational Citizenship Behavior
  Y1.1: Civic Virtue
  Y1.2: Altruism
  Y1.3: Courtesy
  Y1.4: Sportsmanship
  Y2: Employee Performance
  Y2.1: Managerial
  Y2.2: Attitude
  Y2.3: Work Results

Fig. 1. Conceptual Framework.
A. Hypothesis

H1: Self-efficacy has a positive and significant effect on Organizational Citizenship Behavior at Kharisma Potensia Indonesia.

H2: Servant Leadership has a positive and significant effect on Organizational Citizenship Behavior at Kharisma Potensia Indonesia.

H3: Organization Culture has a positive and significant effect on Organizational Citizenship Behavior at Kharisma Potensia Indonesia.

H4: Self-efficacy has a positive and significant effect on Employee Performance at Kharisma Potensia Indonesia.

H5: Servant Leadership has a positive and significant effect on Employee Performance at Kharisma Potensia Indonesia.

H6: Organization Culture has a positive and significant effect on Employee Performance at Kharisma Potensia Indonesia.

H7: Organizational Citizenship Behavior has a positive and significant effect on Employee Performance at Kharisma Potensia Indonesia.

H8: Organizational Citizenship Behavior has a positive and significant effect on mediating Servant Leadership on Employee Performance at Kharisma Potensia Indonesia.

H9: Organizational Citizenship Behavior has a positive and significant effect on mediating Organization Culture on Employee Performance at Kharisma Potensia Indonesia.

H10: Organizational Citizenship Behavior has a positive and significant effect on mediating Self-efficacy on Employee Performance at Kharisma Potensia Indonesia.

III. Method

Method of this study is collected the data through interviews, questionnaire through a google form with Likert scale to the entire employees of Kharisma potensia Indonesia as many as 52 employees with the observation by the author directly. The data analysis method in this study uses component or variance based Structural Equation Modelling (SEM) where the data processing uses the Smart-Partial Least Square (Smart-PLS) version 3.0. PLS (Partial Least Square) is a model of variance-based SEM. PLS is intended to causally-predictive analysis in situations of complexity that high and support the theory that low [18].

IV. Discussion

Profile of respondents, in this study is depicted in several categories as in the following, total respondents are 52 people, and demographics in this study are dominated by woman as much as 52%, last education of bachelor as much as 67%, the work period of employee dominated by employee who work under 1 year as much as 78%.

A. Measurement Model (Outer Model)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Variable Indicator</th>
<th>Convergent Validity</th>
<th>Cronbach Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Loading Factors</td>
<td>AVE</td>
</tr>
<tr>
<td>Self-Efficacy (X1)</td>
<td>X1.1 0.938 Valid 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X1.2 0.926 Valid 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X1.3 0.875 Valid 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X1.4 0.853 Valid 6</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X1.5 0.900 Valid 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X1.6 0.906 Valid 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X2.1 0.962 Valid 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X2.2 0.945 Valid 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X2.3 0.943 Valid 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X2.4 0.961 Valid 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X2.5 0.903 Valid 9</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X2.6 0.891 Valid 10</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X2.7 0.933 Valid 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X2.8 0.934 Valid 6</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X2.9 0.919 Valid 8</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X2.10 0.945 Valid 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Servant Leadership (X2)</td>
<td>X3.1 0.947 Valid 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X3.2 0.944 Valid 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X3.3 0.902 Valid 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X3.4 0.810 Valid 6</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X3.5 0.919 Valid 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>X3.6 0.914 Valid 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y1.1 0.795 Valid 9</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y1.2 0.891 Valid 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y1.3 0.901 Valid 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization Culture (X3)</td>
<td>Y1.4 0.877 Valid 7</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y1.5 0.947 Valid 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y1.6 0.941 Valid 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y1.7 0.911 Valid 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y1.8 0.885 Valid 6</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y1.9 0.788 Valid 10</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y1.10 0.849 Valid 8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization Citizenship Behavior (Y1)</td>
<td>Y2.1 0.783 Valid 6</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y2.2 0.860 Valid 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y2.3 0.936 Valid 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y2.4 0.946 Valid 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Y2.5 0.882 Valid 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Performance (Y2)</td>
<td>Y2.6 0.864 Valid 4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

TABLE 1: EVALUATION OF MEASUREMENT MODEL (OUTER MODEL)

DOI: http://dx.doi.org/10.24018/ejbmr.2021.6.1.713 Vol 6 | Issue 1 | February 2021 227
Average Variance Extracted all variables have a value above 0.5, with 0.637 for Self-Efficacy, 0.677 for Servant Leadership, 0.734 for the Organization Culture, 0.623 for Organizational Citizenship Behavior and 0.675 for Employee Performance. Indicators say is valid if it meets the convergent validity, if the value of the outer loading above 0.7 [18]. Under the table above shows that each variable had a value of Cronbach’s Alpha above 0.6 so it can be said to be reliable.

B. Structural Model (Inner Model)

<table>
<thead>
<tr>
<th>TABLE 2: ESTIMATION RESULT AND DIRECT INFLUENCE TEST</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Relationship between variables</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
</tr>
<tr>
<td>Organization Citizenship Behavior -&gt; Employee Performance</td>
</tr>
<tr>
<td>Organization Culture -&gt; Employee Performance</td>
</tr>
<tr>
<td>Organization Culture -&gt; Organization Citizenship Behavior</td>
</tr>
<tr>
<td>Self-Efficacy -&gt; Employee Performance</td>
</tr>
<tr>
<td>Self-Efficacy -&gt; Organization Citizenship Behavior</td>
</tr>
<tr>
<td>Servant Leadership -&gt; Employee Performance</td>
</tr>
<tr>
<td>Servant Leadership -&gt; Organization Citizenship Behavior</td>
</tr>
</tbody>
</table>

Self-efficacy has a significant effect on Organizational Citizenship Behavior. It shows by coefficient lines at 0.461 by T Statistics (4.707) > of t-Table (2.011) and p-values of 0.000 > 0.05 and the result is Ha accepted and Ho is rejected. Servant Leadership has a significant effect on Organizational Citizenship Behavior. It shows by coefficient lines of -0.026 with T Statistics (0.157) < of t-Table (2.011) and p-values of 0.876 > 0.05 and the result is Ha rejected Ho accepted. Organization Culture has a significant effect on Organizational Citizenship Behavior. It shows by coefficient lines of 0.530 to T statistics (4.188) > of t-Table (2.011) and p-values of 0.000 > 0.05 and the result is Ha accepted and Ho is rejected.

Self-Efficacy has a significant effect on Employee Performance. It shows by coefficient lines at 0.405 by T Statistics (2.551) > of t-Table (2.011) and p-values of 0.011 > 0.05 and the result is Ha accepted and Ho is rejected. Servant Leadership has no significant effect on Employee Performance. It shows by coefficient lines at 0.037 with T Statistics (0.173) < of t-Table (2.011) and p-values for 0.862 > 0.05 and the result Ha is rejected, and Ho accepted. Organization Culture has a significant effect on Employee Performance. It shows by coefficient lines of 0.463 to T statistics (2.459) > of t-Table (2.011) and p-values of 0.014 > 0.05 and the result Ha accepted and Ho is rejected. Organizational Citizenship Behavior has a significant effect on Employee Performance. It shows by coefficient lines of -0.009 with T Statistics (0.054) < of t-Table (2.011) and p-values for 0.957 > 0.05 and the result Ha is rejected, and Ho accepted.

<table>
<thead>
<tr>
<th>TABLE 3: INDIRECT IMPACT OF INTER-VARIABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indirect Impact inter-variables</td>
</tr>
<tr>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>Organization Culture -&gt; Organization Citizenship Behavior -&gt; Employee Performance</td>
</tr>
<tr>
<td>Self-Efficacy -&gt; Organization Citizenship Behavior -&gt; Employee Performance</td>
</tr>
<tr>
<td>Servant Leadership -&gt; Organization Citizenship Behavior -&gt; Employee Performance</td>
</tr>
</tbody>
</table>

Based on the results of data processing through Smart-PLS, it is found that the mediation hypothesis between variables is:

Organizational Citizenship Behavior has no significant effect on mediating Self-Efficacy on Employee Performance. Showed that the value of the coefficient of Organizational Citizenship Behavior in relation Self-Efficacy and Employee Performance at -0.004 and T Statistics (0.050) < of T table (2.011) and p-values for 0.960 > 0.05, with such a hypothesis is eight in decline.

Organizational Citizenship Behavior has no significant effect on mediating Servant Leadership on Employee Performance. Showed that the value of the coefficient of Organizational Citizenship Behavior in relation Servant Leadership and Employee Performance for 0.000 and T Statistics (0.007) < of T table (2.011) and p-values for 0.994 > 0.05, with such a hypothesis to eight in decline.

Organizational Citizenship Behavior has no significant effect on mediating Organizational Culture on Employee Performance. Showed that the value of the coefficient of Organizational Citizenship Behavior in the relationship Organization Culture and Employee Performance at -0.005 and T Statistics (0.0052) < of T table (2.011) and p-values for 0.958 > 0.05, with such a hypothesis to ten in refuse.
C. Goodness of Fit Model

The results of the calculation of the Goodness of Fit Index (GoF) show a value of 0.6751. Based on these results, it can be concluded that the combined performance between the measurement model (outer model) and the structural model (inner model) as a whole is good because the Goodness of Fit (GoF) value is more than 0.36 (on a large scale) according to Ghozali [18].

V. Conclusion

Having carried out the testing of the hypothesis of research with engineering analysis of the data Structural Equation Modelling then the conclusion can be obtained as follows:

1) Self-efficacy has a positive and significant effect on Organizational Citizenship Behavior at Kharisma Potensia Indonesia.
2) Servant Leadership influential negative and not significant to the Organizational Citizenship Behavior in Kharisma potensia Indonesia.
3) Organization Culture has a positive and significant effect on Organizational Citizenship Behavior at Kharisma Potensia Indonesia.
4) Self-efficacy has a positive and significant effect on Employee Performance at Kharisma Potensia Indonesia.
5) Servant Leadership effect positive and not significant to the Employee Performance at Kharisma potensia Indonesia.
6) Organization Culture has a significant influence on Employee Performance at Kharisma Potensia Indonesia.
7) Organizational Citizenship Behavior influential negative and not significant to the Employee Performance at Kharisma potensia Indonesia.
8) Organizational Citizenship Behavior affect negatively and not significantly mediate self-efficacy against Employee Performance at Kharisma potensia Indonesia.
9) Organizational Citizenship Behavior affect negatively and not significantly mediate servant leadership to the Employee Performance at Kharisma potensia Indonesia.
10) Organizational Citizenship Behavior affect negatively and not significantly mediate Organization Culture on Employee Performance at Kharisma potensia Indonesia.

VI. Suggestion

Based on the conclusions of the research results, further suggestions that the researcher can convey to the management of Kharisma Potensia Indonesia are as follows:

1) To be able to continue to improve Employee Self-Efficacy of Kharisma potensia Indonesia, the management need to improve training related to the competence of the work of employees, and also improve the process of review of performance and coaching of the leaders, so that the employee can continue to be motivated and the expected confidence to be the ability of self-employee can continue to increase.
2) Every leader needs to be more attention to each member of the team, improve the ability of communication based on empathy and sympathy, and a leader also should be able to accommodate and can appreciate every member of the team that shows the performance of work are good. It is can be shown with their reviews on both sides of the parties at the time of the performance appraisal extension of the contract and also monitoring Employee Performance by Key Performance Indicator that is done every semester.
3) There is an increase in training or development programs that can stimulate employee ideas to provide innovation for the progress of the organization. For example, the review of work yearly wherein in the review of work that there is accountability answers report working employees for one year and also the employee can provide ideas planning to plan work one year ahead on the evaluation of the results of work one year backward.
4) Need any increase in the behavior of employees in helping co-works were experiencing difficulty in a situation that is being faced, especially in the running duties in the organization and attitude is an attitude of giving aid that is not an obligation. And the case this can be added also in the indicators of assessment of performance, in which case it can always be on doing the evaluation.
5) Companies can socialize more related to the importance of the presence of the employees that the right time as one of the parts of an employee work performance which may affect the assessment of discipline individuals where socialization can be given at the time of new employee orientation and also refreshment mail that can be carried out by the Human Resources.

REFERENCES


Haendrin, AR, 2020. The effect of servant leadership commitment and work motivation on organizational citizenship behaviour in the debt administration unit dr. Cipto mangunkusumo (Study on Employees of Receivables Administration Unit Dr. Cipto Mangunkusumo Hospital) (Doctoral dissertation, Mercur Buana University Jakarta).


Herawati, RF, Mulyani, S. and Redjeki, T., 2013. Chemistry learning based on multiple representations is viewed from the initial ability to study achievement of the reaction rate of students of SMA NEGERI I Karanganyar in the academic year 2011/2012. Journal of Chemical Education (JPK), 2 (2), pp. 38-43.


Prasetya, RY and Nawangsi, LC, The Influence of Leadership Style, Organizational Culture, and Work Motivation on Organizational Citizenship Behavior for Environment (OCBE) of the Directorate General of Fiscal Balance's Employees.

Purba, DE and Seniati, ANL, 2010. Influence of Personality and Commitment Organization Against Organizational Citizenship Behavior. Hubs-Asia, 10 (1).


Rahayu, M., 2019. Effect of Servant Leadership on Employee Performance in the Mail Processing Center, Bandung.


Ruslan, R., 2016. The role of Self-efficacy on organizational citizenship behavior (OCB) in employees at PT. PLN (Persero) Distribution of East Java Malang Area (Doctoral dissertation, Maulana Malik Ibrahim State Islamic University).


