

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 in-depth 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, Organization 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.

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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 employee discipline for each month. So, the author found that the purpose of this study was to determine the effect of Organizational Citizenship Behavior in mediating Self-Efficacy, Servant Leadership and Organization Culture on Employee Performance at Kharisma Potensia Indonesia.

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. Unsul 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.

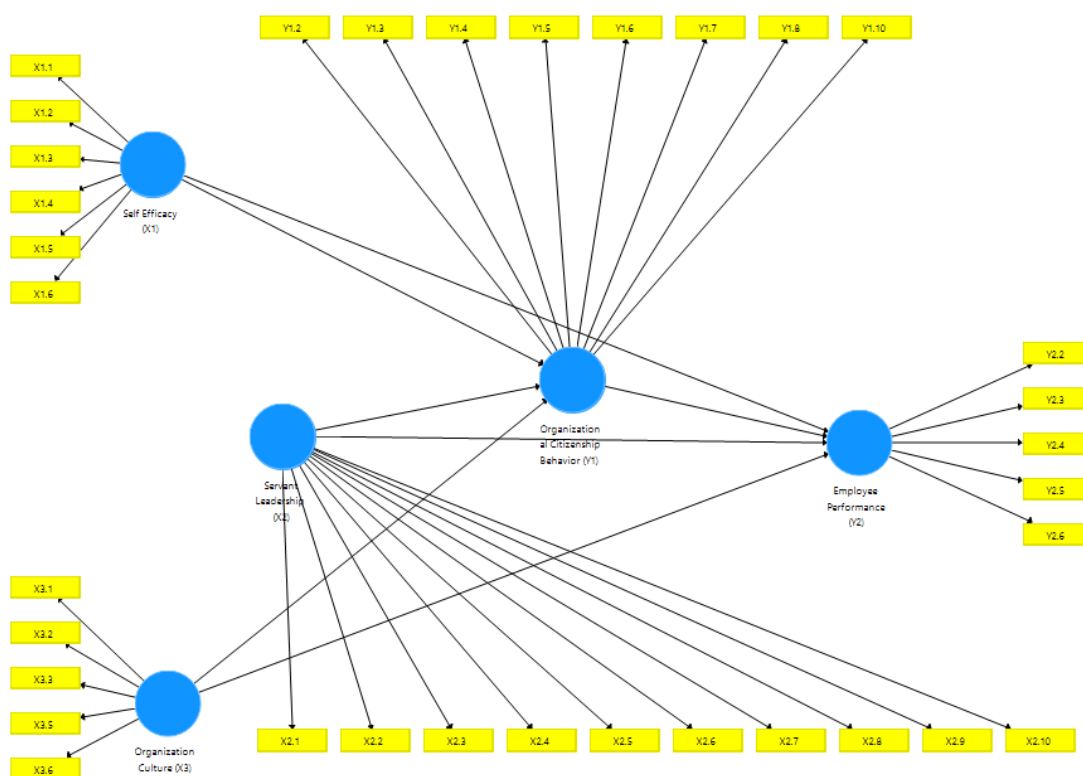


Fig. 1. Conceptual Framework.

Remarks:

- | | |
|--|---|
| X1: Self-Efficacy | Y1: Organizational Citizenship Behavior |
| X1.1: Magnitude | Y1.1: Civic Virtue |
| X1.2: Strength | Y1.2: Altruism |
| X1.3: Generality | Y1.3: Courtesy |
| X2: Servant Leadership | Y1.4: Sportsmanship |
| X2.1: Altruistic Calling | Y2: Employee Performance |
| X2.2: Emotional Healing | Y2.1: Managerial |
| X2.3: Wisdom | Y2.2: Attitude |
| X2.4: Persuasive Mapping | Y2.3: Work Results |
| X2.5: Organizational Stewardship | |
| X3: Organization Culture | |
| X3.1: Innovation and the Courage to Take Risks | |
| X3.2: Human Oriented | |
| X3.3: Team Oriented | |

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.

H 5: 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 causal-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 1: EVALUATION OF MEASUREMENT MODEL (OUTER MODEL)

Variable	Variable Indicator	Convergent Validity			Cronbach Reliability			
		(LF > 0,7 = Valid)		Rank	(AVE > 0,5 = Valid)			
		Loading Factors	Result		AVE	Result	CR	Result
Self-Efficacy (X1)	X1.1	0.938	Valid	1	0.637	Valid	0.885	Reliable
	X1.2	0.926	Valid	2				
	X1.3	0.875	Valid	5				
	X1.4	0.853	Valid	6				
	X1.5	0.900	Valid	4				
	X1.6	0.906	Valid	3				
Servant Leadership (X2)	X2.1	0.962	Valid	1	0.677	Valid	0.946	Reliable
	X2.2	0.945	Valid	3				
	X2.3	0.943	Valid	5				
	X2.4	0.961	Valid	2				
	X2.5	0.903	Valid	9				
	X2.6	0.891	Valid	10				
	X2.7	0.933	Valid	7				
	X2.8	0.934	Valid	6				
	X2.9	0.919	Valid	8				
	X2.10	0.945	Valid	4				
Organization Culture (X3)	X3.1	0.947	Valid	1	0.734	Valid	0.925	Reliable
	X3.2	0.944	Valid	2				
	X3.3	0.902	Valid	5				
	X3.4	0.810	Valid	6				
	X3.5	0.919	Valid	3				
	X3.6	0.914	Valid	4				
Organizational Citizenship Behavior (Y1)	Y1.1	0.795	Valid	9	0.623	Valid	0.932	Reliable
	Y1.2	0.891	Valid	5				
	Y1.3	0.901	Valid	4				
	Y1.4	0.877	Valid	7				
	Y1.5	0.947	Valid	1				
	Y1.6	0.941	Valid	2				
	Y1.7	0.911	Valid	3				
	Y1.8	0.885	Valid	6				
	Y1.9	0.788	Valid	10				
	Y1.10	0.849	Valid	8				
Employee Performance (Y2)	Y2.1	0.783	Valid	6	0.675	Valid	0.902	Reliable
	Y2.2	0.860	Valid	5				
	Y2.3	0.936	Valid	2				
	Y2.4	0.946	Valid	1				
	Y2.5	0.882	Valid	3				
	Y2.6	0.864	Valid	4				

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 2: ESTIMATION RESULT AND DIRECT INFLUENCE TEST

The Relationship between variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Conclusion
Organization Citizenship Behavior -> Employee Performance	-0.009	-0.024	0.159	0.054	0.957	No Effect
Organization Culture -> Employee Performance	0.463	0.472	0.188	2.459	0.014	Positive and significant
Organization Culture -> Organization Citizenship Behavior	0.53	0.515	0.126	4.188	0.000	Positive and significant
Self-Efficacy -> Employee Performance	0.405	0.403	0.159	2.551	0.011	Positive and significant
Self-Efficacy -> Organization Citizenship Behavior	0.461	0.473	0.098	4.707	0.000	Positive and significant
Servant Leadership -> Employee Performance	0.037	0.031	0.212	0.173	0.862	Positif and not significant
Servant Leadership -> Organization Citizenship Behavior	-0.026	-0.021	0.167	0.157	0.876	No Effect

Self-efficacy has a significant effect on Organizational Citizenship Behavior. It shows by coefficient lines at 0.461 by T Statistics (4.707) is > 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 lanes of 0.530 to T statistics (4188)> 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 (2551) > 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 of 0.957 > 0.05 and the result Ha is rejected, and Ho accepted.

TABLE 3: INDIRECT IMPACT OF INTER-VARIABLE

Indirect Impact inter-variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Conclusion
Organization Culture -> Organization Citizenship Behavior -> Employee Performance	-0.005	-0.009	0.088	0.052	0.958	No Effect
Self-Efficacy -> Organization Citizenship Behavior -> Employee Performance	-0.004	-0.015	0.08	0.05	0.96	No Effect
Servant Leadership -> Organization Citizenship Behavior -> Employee Performance	0.000	0.001	0.032	0.007	0.994	Positive and Not Significant

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 eight is 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 (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.

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