

Enhancing Employee Performance through Organizational Citizenship Behavior: A Study on the Impact of Organizational Commitment and Work Motivation

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Abstract:

Purpose:

This research investigates the mediating role of Organizational Citizenship Behavior (OCB) in the relationship between organizational commitment, work motivation, and employee performance at Eden Hotel Kuta Bali. Specifically, the study aims to assess how organizational commitment and work motivation influence employee performance directly and indirectly through OCB, thereby providing insights into strategies for improving employee performance and achieving organizational goals in the hospitality industry.

Methodology:

This research utilizes a quantitative approach to examine the impact of organizational commitment and work motivation on employee performance, with organizational citizenship behavior (OCB) serving as an intervening variable at Eden Hotel Kuta Bali. The study's population includes all 106 Eden Hotel Kuta Bali employees, with a census. Inferential Analysis: Employs Structural Equation Modeling (SEM), specifically Partial Least Squares (PLS), to test the empirical model and hypotheses proposed in the study.

Findings:

The results of this study indicate that among the three variables examined for their impact on employee performance, organizational commitment, work motivation, and organizational citizenship behavior all have a positive and significant effect on employee performance at Eden Hotel Kuta Bali. Employee performance is also expected to increase as organizational commitment, work motivation, and organizational citizenship behavior improve.

Implication:

This research indicates that organizational commitment, work motivation, and organizational citizenship behavior all positively and significantly impact employee performance at Eden Hotel Kuta Bali. Additional studies will help identify and understand other aspects influencing employee performance in a broader context, providing deeper insights into the factors contributing to improved employee performance across various organizational settings.

INTRODUCTION

Human resources are crucial in activities within an organization or institution, whether a government or private entity. In today's era, where technology is rapidly advancing along with the progression of information systems, an organization can only achieve its goals if qualified human resources support it. Every human resource is required to acquire the necessary skills to work according to the standards set by the organization, ensuring that their work aligns with the organization's objectives. According to Prawirosentono (2018), performance results from work achieved by an individual within an institution, following their responsibilities to achieve the institution's goals legally, without violating laws, and in line with moral and ethical standards. Good employee performance will lead the institution toward its goals. Conversely, poor performance will hinder the institution's ability to realize its objectives. Employee performance within a government institution is related to several factors, such as competency, organizational culture, and organizational commitment.

One factor influencing employee performance is organizational commitment. According to Harsono (2021), organizational commitment is one of the factors affecting employee performance. Organizational commitment refers to the state in which an employee identifies with a particular organization and its goals and

desires to maintain membership. Organizational commitment can be measured using indicators such as affective commitment, continuance commitment, and normative commitment (Burso, 2018). Studies by Gunawan and Wibowo (2020), Fauzi and Widodo (2021), Rusdin (2021), and Dewanti (2021) indicate that organizational commitment has a positive and significant impact on employee performance. It contrasts with studies by Suhari et al. (2021) and Rusdin et al. (2021), which suggest that organizational commitment does not affect employee performance.

Another factor influencing employee performance is motivation. According to Rofi (2021), indicators of the level of employee motivation include physical needs, safety needs, social needs, and esteem needs. Motivation is crucial for companies because it is part of developing, nurturing, and directing employees. Employees must be motivated to carry out their tasks to encourage them to work diligently and achieve job satisfaction.

Studies conducted by Parashakti et al. (2020), Kuswati (2020), Hajali et al. (2022), and Sugiharti (2023) show that work motivation has a positive and significant effect on employee performance. It contrasts with research by Marjaya and Pasaribu (2019), which suggests that work motivation does not affect employee performance.

Previous studies have shown inconsistent results regarding the impact of organizational commitment and work motivation on performance. Due to these inconsistencies, this study introduces a mediating variable—Organizational Citizenship Behavior (OCB). According to Robbins (2019:40), OCB refers to extra-role behaviors that are not part of an employee's formal job obligations but contribute to the effective functioning of the organization. Organizational Citizenship Behavior (OCB) can be measured using indicators such as altruism, courtesy, sportsmanship, conscientiousness, and civic virtue (Allison, 2019). Research conducted by Mustofa and Muafi (2021), Simamora et al. (2019), Yaakobi and Weisberg (2020), and Pasaribu (2022) indicates that Organizational Citizenship Behavior (OCB) has a positive and significant impact on employee performance. It contrasts with research by Supriyanto et al. (2019), which suggests that OCB does not influence employee performance.

Eden Hotel Kuta Bali is a four-star hotel located in Jl. Kartika Plaza No. 42 Kuta, Badung Regency, was established on April 15, 2013. The hotel has experienced a decline in employee performance, as evidenced by complaints from both domestic and foreign tourists. Despite various efforts to improve service quality and maintain competitiveness, the hotel has faced challenges in achieving its goals. Observations indicate issues with employee performance, as seen in fluctuating sales during 2022, which points to problems in employee performance based on quantity indicators. Interviews with several employees revealed that performance issues are related to organizational commitment, work motivation, organizational citizenship behavior (OCB), and employee performance.

The issue of organizational commitment is evident in the need for more emotional attachment among employees, as some are reluctant to work overtime or assist colleagues when needed, indicating low organizational commitment. Work motivation can be assessed by examining absenteeism rates, with an average absenteeism rate of 2-3% per month considered acceptable. However, rates exceeding 3% indicate poor work discipline within the company. High absenteeism rates at Eden Hotel Kuta Bali during 2022 reflect low work motivation. Organizational Citizenship Behavior (OCB) is apparent in the high employee turnover at Eden Hotel Kuta Bali. In 2022, 11 employees left the company for various reasons, and only two new employees were hired. Based on previous research and the observed phenomena, this study aims to examine the role of Organizational Citizenship Behavior (OCB) in mediating the influence of organizational commitment and work motivation on employee performance at Eden Hotel Kuta Bali.

METHODS

Data Analysis Techniques. This research adopts a quantitative approach to examine the influence of organizational commitment and work motivation on employee performance, with organizational citizenship

behavior (OCB) acting as an intervening variable at Eden Hotel Kuta Bali. The research site is EDEN Hotel Kuta Bali, located at Jl. Kartika Plaza No. 42, Badung Regency. This location was chosen due to the observable phenomena related to the research variables. This study's population consists of all EDEN Hotel Kuta Bali employees, totaling 106 individuals. The sampling technique used in this research is a census, where all population members are included as samples, resulting in a sample size of 106 employees.

The variables used in this study include Exogenous Variables: Organizational Commitment (X1) and Work Motivation (X2); Endogenous Variables: Employee Performance (Y2); and the mediating variable is Organizational Citizenship Behavior (OCB) (M).

Descriptive Statistics. Descriptive analysis provides an overview of the respondents' demographics (age, gender, educational background) and descriptive information about the research variables. It is performed by presenting both frequency counts and percentages.

Inferential Analysis. Inferential analysis techniques are used to test the empirical model and the hypotheses proposed in this study. The analysis technique employed is Structural Equation Modeling (SEM) based on variance or component-based SEM, commonly known as Partial Least Square (PLS).

RESULTS AND DISCUSSION

Measurement Model Evaluation (Outer Model). The calculation of outer loadings indicates that each indicator for organizational commitment, work motivation, organizational citizenship behavior, and employee performance has an outer loading coefficient greater than 0.50 and p-values of 0.000, which are significant at the 0.05 alpha level. It demonstrates that the indicators forming the latent variables are valid. All constructs of the variables—organizational commitment, work motivation, organizational citizenship behavior, and employee performance—have shown values greater than 0.70, thereby meeting the reliability requirements based on the criteria of composite reliability and Cronbach's alpha.

Structural Model Evaluation (Inner Model). The R² value of 0.611 indicates that organizational commitment influences organizational citizenship behavior by 61.1%, with the remaining 38.9% attributed to other factors outside the research model. Chin considers an R² value of 0.611 vital (Lathan & Ghozali, 2019).

The calculation of Q² yields a value of 0.898082 (89.81%), which indicates that the relationships between organizational commitment, work motivation, and organizational citizenship behavior can explain 89.81% of employee performance. In comparison, other factors outside the research model influence the remaining 10.19%. Referring to the criteria for the strength of a model based on the Q-Square Predictive Relevance (Q²) value, as stated by Latan and Ghozali (2019:80), this model is classified as very strong. The GoF (Goodness of Fit) calculation results in a value of 0.787, which, according to the criteria for evaluating the strength of a measurement model through Goodness of Fit (GoF) by Lathan and Ghozali (2015), categorizes this model as vital.

Hypothesis Testing Results. This study's hypothesis testing encompasses both direct and indirect effects. For hypothesis testing, the results of data processing using SmartPLS 3.0. Based on the data processing results obtained using SmartPLS 3.0, the following table has been constructed to illustrate the relationships between variables, as shown in Table 1.

Table 1. Hypothesis Test

Construct Model	Original Sample (0)	T Statistics	P Values	Notes
Organizational Commitment -> Employee Performance	0.225	2.426	0.017	Significant

Organizational Commitment -> Organizational Citizenship Behavior	0.492	5.246	0.000	Significant
Work Motivation -> Employee Performance	0.390	4.686	0.000	Significant
Work Motivation -> Organizational Citizenship Behavior	0.355	3.858	0.000	Significant
<i>Organizational Citizenship Behavior -> Employee Performance</i>	0.341	3.958	0.000	Significant
<i>Organizational Commitment -> Organizational Citizenship Behavior -> Employee Performance</i>	0.168	2.808	0.006	Significant
<i>Work Motivation -> Organizational Citizenship Behavior -> Employee Performance</i>	0.121	3.141	0.002	Significant

Based on Table 1, the analysis of the relationships between variables is as follows;

Effect of Organizational Commitment on Organizational Citizenship Behavior. The path coefficient from organizational commitment to organizational citizenship behavior is 0.492, with a t-statistic of 5.246 and a significance value of 0.000 ($p < 0.05$). It indicates that organizational commitment positively and significantly affects organizational citizenship behavior; the better the organizational commitment, the better the OCB.

According to Busro (2018), organizational commitment is a psychological condition that characterizes the relationship between employees and the organization and has implications for an individual's decision to remain with or leave the organization. Employees with a high commitment to the organization have reliable habits; they plan to stay longer in the organization or company and make more significant efforts in their work. Employees who demonstrate organizational commitment to the company exhibit positive attitudes, such as having a desire and belief in the company's values and being willing to make maximum work efforts (Suryawan, 2019). The Fitri and Endratno (2020) study stated that organizational commitment positively and significantly affects organizational citizenship behavior (OCB). It means that the better the organizational commitment, the better the OCB. It is supported by research from Saraswati and Hakim (2019), Sitio (2021), and Purwanto et al. (2022), which all stated that organizational commitment positively and significantly affects OCB.

Effect of Work Motivation on Organizational Citizenship Behavior. The path coefficient from work motivation to organizational citizenship behavior is 0.355, with a t-statistic of 3.585 and a significance value of 0.000 ($p < 0.05$). It shows that work motivation positively and significantly affects organizational citizenship behavior. The results indicate that work motivation has a positive and significant effect on organizational citizenship behavior (OCB), which means that the better the work motivation, the better the OCB will be.

According to Maruli (2020), work motivation is anything that arises from an individual's desire, generating enthusiasm and internal drive that can influence, direct, and sustain behavior to achieve goals or desires within the work scope. Employees with OCB are indeed driven by their work motivation. However, when employees need more motivation in their work, they will complete their tasks reluctantly or see their work as merely an obligation that must be done without considering whether they perform well or not. It leads to low OCB behavior in the companies where they work. The study by Widarko and Brotosuharto (2022) stated that work motivation has a positive and significant effect on organizational citizenship behavior (OCB). This means that the better the work

motivation, the better the OCB. It is supported by research from Yang et al. (2020), Farisi and Mulyana (2021), and Muttaqien (2021), which all stated that work motivation positively and significantly affects OCB.

Effect of Organizational Commitment on Employee Performance. The path coefficient from organizational commitment to employee performance is 0.225, with a t-statistic of 2.426 and a significance value of 0.017 ($p < 0.05$). It indicates that organizational commitment positively and significantly affects employee performance. It means that the better the organizational commitment, the more employee performance will improve.

According to Harsono (2021), organizational commitment influences employee performance. Organizational commitment is defined as a state in which an employee identifies with a particular organization and its goals and desires to maintain membership in that organization. Oktovian and Edalmen (2021) state that committed employees will work as if they own the organization. It gives the organization a more remarkable ability to achieve its goals (Dewi et al., 2024). When employee commitment to the company has been established, employees will perform optimally, achieving the company's goals. For employees, having high commitment can offer personal benefits, such as increasing promotion opportunities, reducing the likelihood of demotion, and gaining more experience in their field (Hadiana, 2019).

Research conducted by Gunawan and Wibowo (2020) indicates that organizational commitment positively and significantly affects employee performance. It means that the better the organizational commitment, the more employee performance will improve. Studies conducted by Fauzi and Widodo (2021), Rusdin (2021), and Dewanti (2021) also support this.

Effect of Work Motivation on Employee Performance. The path coefficient from work motivation to employee performance is 0.390, with a t-statistic of 4.686 and a significance value of 0.000 ($p < 0.05$). It indicates that work motivation positively and significantly affects employee performance. This means that the better the work motivation is, the better the employee's performance will be.

According to Pratiwi (2019), work motivation is a set of energetic forces that originate from both within and outside an individual, initiating work-related behavior in terms of form, direction, intensity, and duration. Proper motivation will create enthusiasm for work, encouraging individuals to work together effectively and integrate their efforts to achieve maximum performance. Moreover, motivation can cause or support behavior that leads individuals to work hard and be enthusiastic about achieving optimal results. Parashakti et al. (2020) research indicates that motivation positively and significantly affects employee performance. This means that the better the work motivation is, the better the employee's performance will be. This finding is supported by studies conducted by Kuswati (2020), Hajali et al. (2022), and Sugiharti (2023), all of which found that work motivation positively and significantly affects employee performance.

Effect of Organizational Citizenship Behavior on Employee Performance. The path coefficient from organizational citizenship behavior to employee performance is 0.341, with a t-statistic of 3.958 and a significance value of 0.000 ($p < 0.05$). It indicates that organizational citizenship behavior positively and significantly affects employee performance. This means that the better the organizational citizenship behavior (OCB), the better the employee performance will be.

Robbins (2019) defines OCB as extra-role behavior that is not part of an employee's formal job duties yet supports the company's effective functioning. Organ (2019) states that organizational citizenship behavior (OCB) or extra-role behavior refers to organizational actions not directly rewarded by the formal reward system. Organizational citizenship behavior (OCB) creates a strong bond between employees and the company, enabling them to perform their duties well according to their roles and positions within the company (Rohayati, 2019). Research conducted by Mustofa and Muafi (2021) indicates that organizational citizenship behavior (OCB) positively and significantly affects employee performance. This means that the better the organizational citizenship behavior (OCB), the better the employee performance will be. This finding is supported by studies conducted by

Simamora et al. (2019), Yaakobi and Weisberg (2020), and Pasaribu (2022), all of which found that organizational citizenship behavior (OCB) positively affects employee performance.

Mediating Effect of Organizational Citizenship Behavior on the Relationship Between Organizational Commitment and Employee Performance. The test results for the path coefficient between organizational commitment through organizational citizenship behavior towards employee performance showed a value of 0.168, with a t-statistic of 2.808 and a significance value of $0.006 < 0.05$. These results confirm that organizational citizenship behavior is accepted as an intervening variable in the partial effect of organizational commitment on employee performance.

It means that an increase in organizational citizenship behavior will enhance the influence of organizational commitment on employee performance. Organizational commitment can be used to predict professional activities and work behavior. It also drives employees to act positively, provide initiative ideas or thoughts, adhere to company rules, establish good relationships with colleagues, and foster employee loyalty (Eksandy, 2024). The influence of organizational commitment on employee performance is not only direct but also requires other factors, such as organizational citizenship behavior (OCB). In other words, the continuous organizational commitment felt by employees will lead to organizational citizenship behavior (OCB) at work, improving employee performance (Padmaka, 2022). Research by Fitri and Endratno (2020), Sa'adah and Rijanti (2023), and Subu and Rokhman (2023) indicate that organizational citizenship behavior (OCB) can mediate the influence of organizational commitment on employee performance.

Mediating Effect of Organizational Citizenship Behavior on the Relationship Between Work Motivation and Employee Performance. The test results for the path coefficient between work motivation and organizational citizenship behavior towards employee performance showed a value of 0.121, with a t-statistic of 3.141 and a significance value of $0.002 < 0.05$. These results confirm that organizational citizenship behavior is accepted as an intervening variable in the partial effect of work motivation on employee performance. It means that an increase in organizational citizenship behavior will enhance the influence of work motivation on employee performance.

According to Maruli (2020), work motivation is anything that arises from a person's desires, creating enthusiasm and desires from within that can influence, direct, and maintain behavior to achieve goals or desires that align with the scope of work. Ferdinand (2020) states that work motivation must be built with a good personality or character, as motivation based on wrong principles or reasons will lead to personal or organizational losses.

Research by Widisatria and Nawangsari (2021), Widarko and Brotosuharto (2022), Sari and Andreani (2023), and Rahayu and Nasution (2023) indicates that organizational citizenship behavior (OCB) can mediate the influence of motivation on employee performance.

CONCLUSION

Based on the research conducted at Eden Hotel Kuta Bali, the following conclusions can be drawn:

1. Organizational commitment positively and significantly influences the organizational citizenship behavior of Eden Hotel Kuta Bali employees. It means that the better the organizational commitment, the better the employee performance at Eden Hotel Kuta Bali.
2. Work motivation positively and significantly influences the organizational citizenship behavior of Eden Hotel Kuta Bali employees. This implies that the better the work motivation, the better the organizational citizenship behavior of Eden Hotel Kuta Bali employees.
3. Organizational commitment positively and significantly influences employee performance at Eden Hotel Kuta Bali. It means that the better the organizational commitment, the better the employee performance at Eden Hotel Kuta Bali.

4. Work motivation positively and significantly influences employee performance at Eden Hotel Kuta Bali. This implies that the better the work motivation, the better the employee performance at Eden Hotel Kuta Bali.
5. Organizational citizenship behavior positively and significantly influences employee performance at Eden Hotel Kuta Bali. This means that the better the organizational citizenship behavior is, the better the employee performance at Eden Hotel Kuta Bali will be.
6. Organizational citizenship behavior partially mediates the influence of organizational commitment on employee performance at Eden Hotel Kuta Bali. This means that with organizational citizenship behavior, the influence of organizational commitment on employee performance will be even more significant.
7. Organizational citizenship behavior partially mediates the influence of work motivation on employee performance at Eden Hotel Kuta Bali. This means that with organizational citizenship behavior, the influence of work motivation on employee performance will be even better.

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