

# Correlation between Organizational Roles, OBC, and Organizational Commitment toward Employees of the Limited Liability Company of State Electricity Company of APJ Jember

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# 1 Correlation between Organizational Roles, OCB, and Organizational Commitment toward Employees of the Limited Liability Company of State Electricity Company of APJ Jember

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## Abstract

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This study aimed to determine the influence of organization commitment to Organizational Citizenship Behavior (OCB). The sample at the Limited Liability Company of APJ Jember area, it is state-owned company that operates in the electricity sector with total of 82 employees. Researchers collected data by using questionnaires, documentation study, interviews and surveys. Testing of validity, reliability, normality, multicollinearity, heteroscedasticity, and hypotheses was carried out using IBM SPSS 17.00. The results showed that there was influence from the organizational culture; Organizational Citizenship Behavior simultaneously improved the workforce performance in the scope PT. PLN (Persero) of APJ Jember. This result either culture, OCB and the organization had positive and meaningful influence in improving employee performance. Organizational commitment had very significant / dominant influence and was able to improve employee performance more optimally than organizational culture and organizational citizenship behavior.

## Keywords

Organizational Citizenship Behavior (OCB); organizational commitment



## I. Introduction

World that full of challenges and competition in the current industrial revolution 4.0 era requires all sectors of life and organizations to prepare themselves, because the era of industrial revolution 4.0 opens opportunities to compete openly. Human resources are the key to win the competitions in the business world (Ghufron, 2018). In this case, employees have the task to carry out various programs and activities in order to achieve targets that have been determined, such as in the fields of economy, politics, social and technology (Irfan, 2018). Improvement of important organizational systems continues to be addressed so that it can survive in competition and make innovations in order to become progressive organization. Overall, companies must be able to maintain organizational performance, both individual and group performance. This is because the field that the company facing is increasingly competitive, which does not rule out the possibility that it will result in the intense competition and prevent the company from progressing or even dissolving. Therefore, quality human resources must continue to be developed (Ghufron, 2018).

A quality company, starting from the quality human resources. In other words, the existence of HR owned by the company determines the pace of company between success and failure (Kessi, 2019). High quality human resources will encourage the creation of Organizational Citizenship Behavior or OCB. Organizational Citizenship Behavior (OCB) is voluntary activity provided by organizational members as supporter of organizational functions and is more oriented towards the welfare of others above personal interests

(Kusumajati, 2014). OCB is defined as the voluntary action of employee or worker to carry out tasks outside the responsibilities that have been assigned by the company or organization. Another thing is human resources that have an important role in the effort to win the competition in the era of globalization has not had the ability to be founded and a firm commitment every business organization requires qualified and competent human resources. The most important resource in an organization is the human resources, the people who provide the energy, talents, creativity and their efforts to the organization for an organization to survive its existence (Ningsih, 2018). Riadi (2020) stated that Human Resources area crucial problem in an organization to be considered for the progress of the organization or company as expected. Human Resource Development as an effort to improve the quality of the personality, knowledge, skills and abilities of employees. The quality of employees has multi dimensions and has a broad scope along with changing needs (Irfansyah, 2020).

Given the importance of employee element in company that determines the achievement of predetermined targets, many companies really pay attention to the welfare of their employees. In driving the employees to be able to work better, it is not enough only to have motivation, but also to be balanced with activation in the form of decent honorarium and salary that are able to provide welfare to them. In addition, the company also provides rewards to employees whose performance is considered good, so that they can improve their performance better. No matter how good the management concept that has been designed will be meaningless if the HR owned by the company is not able to implement it properly. The criteria for good performance in the organization are being able to help the organization effectively, including: having the ability to work with others, being able to work in groups, being consistent, having moral balance, and having an open attitude (Tanuwibowo & Sutanto, 2014).

Organizations or companies must pay attention to employee performance outside of work that has been formally regulated by the organization (extra role) (Ocampo et al., 2018). Intra role behavior is a job that is in accordance with what is stated in the main tasks and functions that are in the job description. In this case, employee performance is related to extrinsic rewards. Meanwhile, the performance of extra role is linked to the giving of rewards in intrinsic form. This, arises from employees because they feel they have a sense of belonging to the organization and feel satisfied if they can do more work than the organization assigned. Employee loyalty at work can be low towards the company, even though the rewards that the company gives to employees can be said to be comparable or even greater than the contributions made by employees to the organization. In addition, because based on habits, eventually employees are not ready to accept the latest changes and still tend to behave in a disciplinary manner. This study focuses on analyzing the relationship between organizational roles, OBC, and organizational commitment.

## **II. Research Methods**

### **2.1 Research Population and Sample**

In this study, population is defined as the subject in area to be observed and researched. This study had population of all employees who work at PT. PLN (Persero) of APJ Jember with total of 82 employees. This data collection method was obtained through questionnaires, documentation, interviews and surveys.

## 2.2 Research Variables

Based on the problem formulation, goals and theoretical studies, the variables used in this study were:

1. Independent Variable functions as an influencing variable which is denoted by the symbol X. The independent variables referred to in this study included:
  - a. Organizational Culture (X1)
  - b. Organizational Citizenship Behavior (X2)
  - c. Organizational Commitment (X3)
2. Dependent Variables is the affected variable which is denoted by the symbol Y. The dependent variable referred to in the study in this study was: employee performance.

## 2.3 Multiple Linear Regression

The purpose of multiple linear regression analysis in this study was statistical analysis with the aim to measure the influence of relationship between independent variables toward dependent variable, with the help of the SPSS version 17.00 program which has the following formula:

$$Y=b_0+b_1 X+b_2 X_2 +b_3 X_3+e$$

Explanation:

Y = Employee Performance,  $b_0$  = constant,  $b_1 - b_3$  = regression coefficient,  $X_1$  = Organizational culture,  $X_2$  = Organizational Citizenship Behavior (OCB),  $X_3$  = Organizational Commitment,  $e$  = standard error.

In the study, the validity test used was statistical test to ensure the validity of question item in measuring variable under study. While the reliability test was statistical test used in determining the reliability of the question items in measuring variables. The validity test was carried out using the Corrected Item-Total Correlation value in the SPSS software. The question item could be positioned as valid if the question has a Corrected Item-Total Correlation value of more than 0.3.

## 2.4 Classic Assumption Test

The classic assumption test in this study was used to determine the results of the analysis used to be free from deviations. The classic assumptions in this case included:

- a. Multicollinearity Test
- b. Normality test
- c. Heteroscedasticity Test
- d. Autocorrelation Test

# III. Results and Discussion

## 3.1 Validity Test

In this study, validity has relationship with change in measuring in this study what should be measured. This validity states the degree of appropriateness of the research measuring instrument to the content being measured. The validity test of the question items in this study was used to test the questionnaire validity. It could be said that it was valid, if the questionnaire or questions on the questionnaire was able to parse something to be measured. Validity test was carried out in testing and calculating the total value of the overall score for each question result. Valid if the questionnaire had total score of more than 0.3.

Based on the research results and data processing using the SPSS version 22.0 program, the validity results test of each research variable, which included the organizational culture (X1), Organizational Citizenship Behavior (X2), organizational commitment (X3) employee performance (Y) will be shown in the table below:

**Table 1.** Validity Test Results of Organizational Culture Variable (X1)

		X1. 1	X1. 2	X1. 3	X1. 4	RERATA_X1
X1. 1	Pearson Correlation	1	.922	.431**	.404**	.661**
	Sig. (2-tailed)		.001	.000	.000	.000
	N	82	82	82	82	82
X1. 2	Pearson Correlation	.922	1	.891	.787	.512**
	Sig. (2-tailed)	.001		.004	.003	.000
	N	82	82	82	82	82
X1. 3	Pearson Correlation	.431**	.891	1	.987**	.766**
	Sig. (2-tailed)	.000	.004		.000	.000
	N	82	82	82	82	82
X1. 4	Pearson Correlation	.404**	.787	.987**	1	.747**
	Sig. (2-tailed)	.000	.003	.000		.000
	N	82	82	82	82	82
Everage_X1	Person Correlation	.661**	.512**	.766**	.747**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	82	82	82	82	82

Based on Table 1, it can be explained that, the output of Correlations in this case is known that the calculated r value (Pearsona Correlation value X1.1 with mean X1 is 0.661. The table r value for N = 82 at 5% significance is 0.213. Because the calculated r value X1.1 is 0.661 > table r 0.213, so it can be seen that X1.1 is valid.

This can also be seen from the sig value. (2-tailed) for the correlation relationship or correlation X1.1 with the mean X1 which is 0.000 < 0.05 and Pearson Correlation has positive value of 0.661, it can be concluded that X1.1 is valid. Because the question item / statement number 1 is declared valid, the question / statement item can be used as tool for collecting research data that is quite accurate in conducting this research.

### 3.2 Reliability Test

The reliability of the instrument characterizes the level of consistency. In other words, reliability is used to determine whether the questionnaire variable instrument can be used more than once, with answers that remain constant / the same, or not. The formula used to determine whether the research instrument / variable is reliable or not using Cronbach's alpha. If the Cronbach's Alpha value is more than 0.6. This variable is declared reliab

Based on the results of research and data processing using the SPSS version 22.0 program, the results of the reliability test for each research variable, which include organizational culture (X1), Organizational citizenship behavior (X2), organizational commitment (X3) and employee performance (Y) will be shown in the table below.

**Table 2.** Reliability Test Results of Organizational Culture (X1)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	12.28	3.167	.309	.390
X1.2	12.28	3.760	.321	.782
X1.3	12.13	3.229	.589	.206
X1.4	12.15	3.262	.556	.227

**Reliability Statistics**

Cronbach's Alpha <sup>a</sup>	N of Items
.787	4

Based on Table 2, it is related to the results of testing of validity and reliability of organizational culture (X1), it is explained that the Corrected Item-Total Correlation value is higher than 0.3, so it can be said that all research instruments from organizational culture variables are valid. While the Cronbach's Alpha value shows a value of more than 0.6, so it can be said that the organizational culture variable instrument is reliable. Therefore, the organizational culture variable research instrument can be called valid and reliable.

**3.3 Multicollinearity Test**

Multicollinearity is a situation that describes a strong correlation between two independent variables and deeper in multiple regression model. The following are the multicollinearity test results of the Organizational Culture (X1), Organizational Citizenship Behavior (X2), organizational commitment (X3) and Employee Performance (Y) variables.

**Table 3.** Results of Multicollinearity Analysis

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Organizational Culture	.968	1.034
	Organizational Citizenship Behavior	.345	2.898
	Organizational Commitment	.348	2.871

Based on table 3, it can be seen that the Tolerance Value of organizational culture (X1) is 0.968 > 0.10, indicates that multicollinearity does not occur. The Tolerance value of organizational citizenship behavior (X2) is 0.345 > 0.10. Thus it shows that there is no Multicollinearity and Tolerance Value of organizational commitment (X3), namely 0.348 > 0.10 which indicates that there is no Multicollinearity.

The VIF value of education (X1) is 1.034 < 10.00 which presents the non-occurrence of multicollinearity, the VIF value of organizational citizenship behavior (X2) is 2.898 < 10.00 and shows that there is no multicollinearity, and the VIF value of organizational commitment (X3) namely 1.403 < 10.00 which means there is no multicollinearity.

**3.4 Autocorrelation Test**

Autocorrelation test with SPSS by using the Durbin Watson test method. And here are the results of the Durbin Watson test.

**Table 4. Autocorrelation Analysis Results**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.716 <sup>a</sup>	.513	.494	.40263	2.607

From table 4, it can be seen that the Durbin-Watson value is 2.607 which indicates no autocorrelation, because the D-W value is between -2 to +2 which means there is no autocorrelation.

This is in accordance with the Criteria for determining autocorrelation can use the following conditions:

- a. Number D - W above +2 has negative autocorrelation.
- b. Number D - W below -2 has positive autocorrelation.
- c. Numbers D - W are between -2 to +2 which means there is no autocorrelation

### 3.5 Heteroscedasticity Test

Heteroscedasticity test is intended to test the regression model that occurs inequality of variance from one residual in other words from observation to observation. From table 5, it can be seen that the three variables have no symptoms of heteroscedasticity because of Sig. > 0.05. The following is heteroscedastic test table using the Glejser test, namely:

**Table 5. Results of Heteroscedasticity Analysis**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.621	.225		2.757	.007
	Organizational culture	-.077	.046	-.190	-1.682	.097
	Organizational citizenship behavior	.004	.068	.012	.065	.948
	Organizational commitment	-.001	.060	-.003	-.015	.988

### 3.6 Discussion

Based on the results of research and data analysis in the previous discussion, it was known that organizational culture, organizational citizenship behavior and organizational commitment had significant influence on the performance of PT. PLN (Persero) APJ Jember. This means that if there is a development or better organizational culture, organizational commitment and Organizational Citizenship Behavior can be ascertained that it will easily result in increase in the employees performance of PT. PLN (Persero) of APJ Jember that is getting optimal.

Based on the results of data analysis, it was found that organizational culture (X1), Organizational Citizenship Behavior (X2) and organizational commitment (X3) had significant impact on the existence of employee performance (Y) either individually or collectively. So if there is increase in each variable (X3) there will be increase in the performance of the employees.

#### **a. The Relationship between Organizational Culture and Employee Performance**

Based on the results of presenting the data using the t test, it was known that the education variable (X1) had calculated t value of 3.301 and Sig. = 0.001. The organizational culture variable (X1) has a meaning that it has a good effect on performance (Y). Based on the results of the partial test analysis in the determination, it can be concluded that the second hypothesis states that the organizational culture that is partially significant positive on employee performance is proven correct and the second hypothesis is accepted.

The results in this study, there was positive influence, show that this study has one way compared to previous research, namely the existence of positive and significant influence of organizational culture on employee performance (Kiswari, Fathoni, & Minarsih, 2016; Kusumajati, 2014). The results of this study were supported by research conducted by Kusumajati, (2014); both explain that the influence of organizational culture on employee performance.

#### **b. Relationship between Organizational Citizenship Behavior (OCB) and Employee Performance**

Referring to the results of data analysis using the t test it was found that the organizational citizenship behavior variable (X2) had t value of 1.353 and Sig. = 0.003. Which means that the Organizational Citizenship Behavior (X2) variable had positive impact on the employees performance of PT. PLN (Persero) of APJ Jember. Based on the results of partial test analysis, it can be concluded that the first hypothesis about ensuring that "Organizational Citizenship Behavior" has positive and partially significant impact on employee performance is proven correct and the first hypothesis was accepted. The results showed that there was a partially significant influence on organizational citizenship behavior on employee performance (Lo & Ramayah, 2009; Mardiyana, Sutanto, & Hidayat, 2019).

#### **c. Relationship between Organizational Commitment and Employee Performance**

Based on the results of the presentation analysis using t-test data, it was known that the organizational commitment variable (X3) produces calculated t value of 4.965 and Sig. = 0.000, which means that the Organizational Commitment variable (X3) had positive and significant effect on employee performance (Y). Based on the results of the partial test analysis, it can be concluded that the first hypothesis which states that "organizational commitment has good and partially significant impact on employee performance is proven true and the first hypothesis was declared accepted (Kusumajati, 2014; Tanuwibowo & Sutanto, 2014). The results of the analysis suggest that there is a partially significant relationship between organizational commitment to employee performance (Kiswari et al., 2016; Mardiyana et al., 2019; Sihombing & Sitanggang, 2019; Syarif, 2018).

From this study, the results indicate the level of influence caused by the existence of the independent variable on the dependent variable. The coefficient  $R^2$  (multiple determination) was 0.513. This coefficient shows the influence of the independent variables on the existence of the dependent variable as a whole, namely 51.3%. The result in this study showed the figure of 51.3%.



#### d. Relationship between Organizational Culture, Organizational Citizenship Behavior and Organizational Commitment with Employee Performance

Based on the results of the analysis the data presented using the F test, it was known that together / simultaneously organizational culture (X1), organizational citizenship behavior (X2) and organizational commitment (X3) had sufficiently maximal effect on the employees of PT. PLN (Persero) of APJ Jember, as evidenced by the calculated F value of 27.378 with significance value of 0.000 less than 0.05. And based on the results of data analysis using the F test, it was known that organizational culture (X1), Organizational Citizenship Behavior (X2) and organizational commitment (X3) also had significant effect on employee performance (Y).

Thus it can be proven from the calculated F value of the independent variable which has significant significance value <0.05. If there is increase in each of the independent variables, organizational culture, Organizational Citizenship Behavior and organizational commitment, it will be able to improve the quality of employee work well. Thus it can be said that the first hypothesis which states that organizational culture, Organizational Citizenship Behavior and organizational commitment simultaneously affect the performance of the employees of PT. PLN (Persero) APJ Jember, is proven correct and the first hypothesis is accepted.

The results in this study confirm the significant influence between organizational culture, Organizational Citizenship Behavior (OCB) and Work Commitment on employee performance (Syarif, 2018; Tanuwibowo & Sutanto, 2014), and organizational culture, Organizational Citizenship Behavior (OCB) and Work Commitment towards employee performance (Mardiyana et al., 2019; Warapsari, 2019; Zeinabadi, 2010).

Based on the comparison of t value of each independent variable, it was known that the t value of the organizational culture variable (X1) was 3.301, the t value of the organizational citizenship behavior variable (X2) was 1.353, and the t value of the organizational commitment variable (X3) was 4.965 , so it was known that the variable that has the highest t value was organizational commitment. Thus the variable that has a dominant effect on personnel performance was organizational commitment (X3). Quality of work of employees at PT. PLN (Persero) of APJ Jember was influenced by the existence of organizational culture, Organizational Citizenship Behavior and organizational commitment. While the remaining 5.5% was influenced by other variables not included in the study.

#### IV. Conclusion

Referring to the results of this research that has been done, it can be concluded that the culture of organizational quality, Organizational Citizenship Behavior and organizational commitment have significant effect simultaneously in improving the performance of employees in the PT. PLN (Persero) of APJ Jember. These results both culture, OCB and organizational commitment have a positive and meaningful influence in improving employee performance. Organizational commitment has very significant / dominant influence and is able to improve employee performance more optimally than organizational culture and organizational citizenship behavior.

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