

Analyzing Factors that Impacts to Organizational Citizenship Behavior as a Part of Strategic Decision in Operation Management

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Abstract

The purpose of this study was to examine the effect of work discipline and employee performance appraisal on organizational citizenship behavior through organizational commitment. We conduct research at one of the radio stations, namely radio XYZ. This research includes explanatory research with a sample of 176 employees, and data analysis techniques using PLS-SEM techniques with WarpPLS 7.0 software. The results show that work discipline has no effect on organizational commitment, employee performance appraisal has a direct or indirect effect on organizational citizenship behavior through organizational commitment, and organizational commitment has an effect on organizational citizenship behavior. Employee performance appraisal is more dominant and has an important role in improving organizational citizenship behavior than work discipline and organizational commitment.

Keywords

Work discipline, Performance appraisal, Organizational commitment, Organizational citizenship behavior

1. Introduction

In Indonesia, there are various types of industries, including the entertainment sector. The entertainment industry has various types of media, one of them is Radio (Halim and Kiatkawsin 2021). Zuhra (2019) stated that data from the Nielsen survey in 2019 found that 36.3% of the public still listened to the radio. This is also supported by Ira (2018) that in the all-digital era, radio still has an important role for the community, both in the social, information and broadcasting fields. In Jakarta, as the capital city of Indonesia, there are many companies engaged in the entertainment sector using radio media. In this research, we conduct research at one of the radio stations, namely Radio XYZ.

In every industry, including in a service company like Radio, the operation manager has an important role. Heizer et al. (2017) stated that there are 10 strategic operation management decisions that need to be done by the operation manager, one of them including human resource and job design. Related to human resource and job design, the operation manager has a role in determining how to recruit, motivate, and retain personnel with the required talent and skills, where it is important because people are an integral and expensive part of the total system design.

In business, employees certainly have an important role for the company's success. To ensure employee performance, a performance appraisal is needed. Performance appraisal is one way in a sustainable system that can measure an employee's achievement and performance, where the employee will be assessed periodically. According to Tersoo et al. (2018), performance appraisal has a positive and significant influence on organizational commitment. This is in line with Kaur et al. (2018) which says that performance appraisal has a positive and significant influence on organizational commitment, so that it can be concluded that an organization must try its best to provide a good appraisal method for its employees in order to maintain high organization commitment. Every company must have different performance appraisal criteria to assess the performance of employees who work in the company, including in Radio XYZ, which has 7 range of performance grade, A+ and A until F. In Table 1, the employee performance appraisal of Radio XYZ is presented which is classified into 3 categories, A+, A-C & D-F.

The problem which is met by Radio XYZ is the contribution of lower grade class (D-F) is increasing from 2019 to 2020. Furthermore this becomes even worse, because this group is occupied by the highest number of employees in 2020. This means that there is a decline in performance in the company.

Table 1. Employee Performance Appraisal of Radio XYZ

Year	Grade			Grade Contribution		
	A+	A-C	D-F	A+	A-C	D-F
2018	17	161	174	5%	46%	49%
2019	20	153	157	6%	46%	48%
2020	7	124	167	2%	42%	56%

In addition to performance appraisals that can affect organizational commitment, work discipline can have a positive and significant impact either directly or indirectly on employee commitment (Sari et al. 2017). Mahhuri et al. (2019) found that discipline has a significant positive effect on organizational commitment. The results of research by Zulkifli and Italina (2020) also state that among the variables studied, work discipline includes variables that have a positive influence on organizational commitment. At Radio XYZ, work discipline can be observed by the level of employee attendance, as presented in Figure 1. It can be observed that Radio XYZ faces a problem where the contribution of employee absenteeism has increased from 2019 to 2020, and this could be an indication of employee indiscipline. Employee discipline plays an important role in showing the quality of the employees themselves to keep looking good in a company. Employee discipline also affects productivity of a company (Arif et al. 2019).

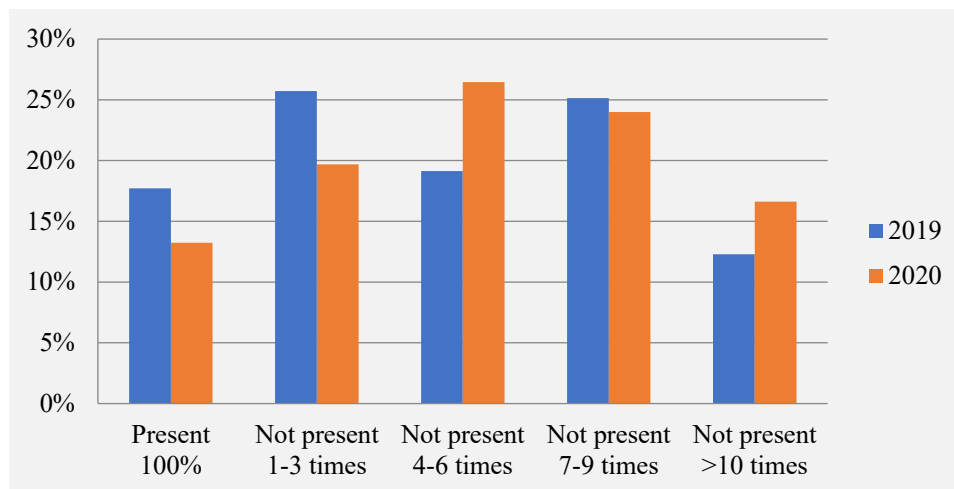


Figure 1. Comparison of XYZ Radio Employee Attendance Contribution 2019 and 2020

Discussing about performance appraisal and work discipline that can affect on organizational commitment, organizational commitment itself also has a positive influence on organizational citizenship behavior (Ridwan 2020, Utami et al. 2021, Wuisan et al. 2020). Organizational citizenship behavior (OCB) also has an important role in employee turnover.

Regarding the industry in which the previous research was conducted, Ibrahim, et al. (2017) researched related to employee performance, and it was said that the limitation of the research was that it was only conducted in sales and service companies, so future research is recommended to research public organizations. In the study of Chaudhry et al. (2017), the researcher only involved organizations engaged in the banking industry, and recommended that future research should re-examine employee commitment but in a different sector other than the banking sector. According to the researchers, only involving organization in the banking industry is one of the biggest limitations of the study, and they recommend that future research can conduct the same research but in a different industry. In the research of Iranmanesh et al. (2015) regarding several variables related to human resources, the researcher only conducted research in companies engaged in the manufacturing industry located in Malaysia, and recommended future research

to be carried out in various industries and different countries. From the previous research limitations and recommendations for future studies, the authors decided to conduct research in companies engaged in the radio broadcasting industry in Indonesia.

This research is also important by considering previous research limitation regarding unit being studied. In research related to organizational citizenship behavior (OCB) conducted by Sugianingrat et al. (2019) it is said that in this study the sampling was not representative based on the level and type of population. Research respondents did not represent or reflect the units in the hotel where the research was conducted, the research should have involved all units in the company. For future research, it was recommended to conduct research on all units in a company. This is in line with previous research conducted by Na-Nan et al. (2020) which has a limitation, where the researcher only has a sample of employees who are engaged in one field, namely operational employees. With the limitations of previous researches, the author will conduct research into all divisions in Radio XYZ in order to get more representative results.

In a previous study conducted by Na-Nan et al. (2020) states that for organizational citizenship behavior, there are the other variables that can predict it, such as perceived self-efficacy, work motivation, organizational environment and many more, so that future research can also examine other variables that can predict or influence organizational citizenship behavior. In addition, in a study conducted by Pramesty et al. (2020) only applies leadership and organizational commitment variables that can affect organizational citizenship behavior, so that further research can modify the research model by developing or adding other variables that can affect organizational citizenship behavior. Given the limitations and recommendations of previous research, the authors will apply the variables of performance appraisal, work discipline, organizational commitment that can affect organizational citizenship behavior. This study will focus on the problems faced by Radio XYZ related to the declining in performance as can be seen from the results of performance appraisal and work discipline. Furthermore by considering the influence of these two variables on organizational commitment and their impact on organizational citizenship behavior, those two variables also will be studied.

1.1 Objectives

The objective of this research is to study the impact of performance appraisal and work discipline on organizational commitment, and the impact of those factors (performance appraisal, work discipline and organizational commitment) on organizational citizenship behavior.

2. Literature Review

2.1 Work Discipline

Discipline is a management action that encourages its employees to fulfill all the provisions that have been made by the company (Sutrisno, 2017). With high employee work discipline, of course the work can be done as efficiently and effectively as possible. Discipline is very closely related to employee job satisfaction so that morale also increases from the willingness of each employee or employee to fulfill work regulations (Mahhur et al. 2019).

2.2 Performance Appraisal

The company actually expects the best performance and work results from its employees (Mangkunegara 2019). Performance appraisal can be interpreted as a structured formal interaction between subordinates and superiors, which is usually carried out in the form of periodic interviews either annual or semi-annual where the performance of subordinates is examined and discussed with the aim of identifying weaknesses and strengths as well as potential for growth and development (Tersoo et al. 2018). The importance of a rational and objective performance appraisal will have a direct and important impact on the interests of the employees themselves and the interests of the organization or company (Sutrisno 2017).

2.3 Organizational Commitment

Organizational commitment is one of the behaviors in organizations that is widely researched because organizations need employees who have high organizational commitment so that the organization can continue to survive, develop and improve the services and products it produces (Mahhuri et al. 2019). Organizational commitment is the desire of employees to remain part of the company or organization (Sari et al. 2017).

Organizational commitment also usually describes how much an employee values his membership in an organization and the extent to which he believes that the goals of the organization are in line with its values (Tersoo et al. 2018). An employee who has high organizational commitment tends to have a passion for work so that employees will always obey in carrying out all work rules that have been set by the organization (Mahhuri et al. 2019).

2.4 Organizational Citizenship Behavior

An organizational citizenship behavior can be directed to the individual, collective, and organizational levels. OCB can be characterized as behavior that takes initiative and is voluntary in contributing to the organization and co-workers both in terms of formal and informal work (Basu et al. 2017). Organizational citizenship behavior can result in achieving maximum performance with the help of other employees who are willing to work more than usual formal tasks (Romi et al. 2021).

2.5 Relationship among Variables and Hypotheses

2.5.1 Work Discipline and Organizational Commitment

According to Sari et al. (2017) work discipline has a significant direct influence on organizational commitment. Mahhuri et al. (2019) also conducted the same research with results stating that work discipline also has a positive and significant influence on organizational commitment, therefore, the success of an employee in the company can be determined from how much and the employee's desire to work and can be disciplined in work so that employees can have a high commitment in the organization. Zulkifli and Italina (2020) also obtained results that work discipline has a positive influence on organizational commitment.

H1. Work Discipline affects Organizational Commitment

2.5.2 Work Discipline and Organizational Citizenship Behavior

Work discipline has a positive and significant effect on organizational citizenship behavior (Janiah and Riyanto 2021). This is in line with research by Setiaji & Lo (2020), where it can be concluded that work discipline can have a significant effect on organizational citizenship behavior, these results show that if you increase work discipline in an organization, organizational citizenship behavior will also increase. Junianto and Suwitho (2020) work discipline has a positive and significant influence on organizational citizenship behavior, even in their research they state that among the variables studied, work discipline has the highest level of influencing organizational citizenship behavior.

H2. Work Discipline affects Organizational Citizenship Behavior

2.5.3 Performance Appraisal and Organizational Commitment

According to Tersoo et al. (2018), performance appraisal has a positive and significant effect on organizational commitment, the more effective the performance appraisal of its employees, the more employees will have a very high commitment to their organization. Kaur et al. (2018) states that there is a significant influence or relationship of employee performance appraisal on organizational commitment and it is also found that performance appraisal is one of the most important factors to maintain and even increase organizational commitment, so it can be concluded that every organization must have a good performance appraisal method in order to organizational commitment persists.

H3. Performance Appraisal affects Organizational Commitment

2.5.4 Performance Appraisal and Organizational Citizenship Behavior

According to Lu et al. (2018), performance appraisal has a positive influence on organizational citizenship behavior. This is in line with Rahman and Karim (2017) who found that there is a positive effect of performance appraisal on organizational citizenship behavior, so these results provide a warning to organizations to provide a good performance appraisal system in order to maintain and improve organizational citizenship behavior. Research from Mekonnen and Zewude (2021) explains that performance appraisal is included in the strategy of management resources and has a positive and significant influence on

organizational citizenship behavior, so if the performance appraisal is good, then organizational citizenship behavior will be good too.

H4. Performance Appraisal affects Organizational Citizenship Behavior

2.5.5 Organizational Commitment and Organizational Citizenship Behavior

Organizational commitment refers to the strength of employee involvement in an organization. Organizational commitment can affect organizational citizenship behavior (Burhanudin et al. 2020). According to Utami et al. (2021), organizational commitment has a positive influence on organizational citizenship behavior, the research said that when employees are satisfied with the facilities provided by the organization, they will definitely feel comfortable and feel like always giving the best to the organization, as well as employees who have high commitment against the organization will do anything for the betterment of the organization or company because they already trust the place they work.

H5. Organizational Commitment affects Organizational Citizenship Behavior

Furthermore, the research model in more detail is shown in the Figure 2.

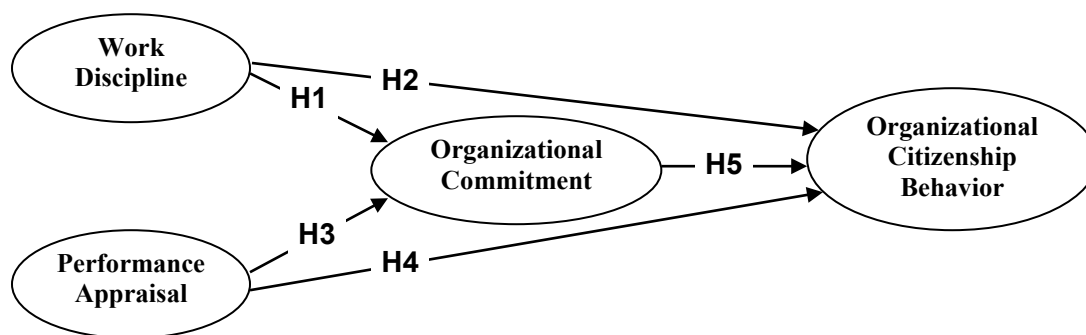


Figure 2. Research model

3. Methods

At the initial stage the researcher studied the phenomenon of the problems faced by the company as described in the introduction section, then the researcher conducted a literature study to find out the gaps from previous researches and their relation to the problems faced by the company. Furthermore, the research method used is quantitative research and the type of applied research is explanatory research. Explanatory research focuses on examining a situation or problem to explain the relationship among variables (Saunders et al. 2016), where in this research consist of 4 variables, they are work discipline (WD), performance appraisal (PA), organizational commitment (OC) and organizational citizenship behavior (OCB). To measure the variables being studied, literature review is done by the researcher by comparing several indicators from previous studies as compared in Table 2, Table 3, Table 4, and Table 5. To analyze the data, SEM-PLS will be used and in the analysis will be processed by WarpPLS 7.0 software.

4. Data Collection

The population used in this study is all employees in Radio XYZ which are coming from various divisions including administration, broadcast programming, production, engineering, service & development, and others. The data collection is using questionnaire which is shared to 165 samples of 280 employees on May 2021. The questionnaire is measure 4 variables which consists of work discipline (4 indicators with 8 questions), performance appraisal (6 indicators with 12 questions), organizational commitment (3 indicators with 6 questions), organizational citizenship behavior (9 indicators with 18 questions). All the indicators are presented in Table 2, Table 3, Table 4, and Table 5. The questionnaire is using Likert scale which is shared to all divisions in Radio XYZ.

Table 2. Indicators of Work Discipline

Indicators	Items	Maryani et al. (2021)	Nur et al. (2019)	Nurfadila et al. (2019)	Sinambela and Sinambela (2019)
Attendance	WD1, WD2	√	√	√	√
Compliance to work regulations	WD3, WD4	√	√	√	√
Compliance to work standards	WD5, WD6	√	√	√	√
Work ethically	WD7, WD8	√	√	√	√

Table 3. Indicators of Performance Appraisal

Indicators	Items	Busro (2018)	Maria (2018)	Thamrin and Riyanto (2020)
Output quantity	PA1, PA2	√	√	√
Output quality	PA3, PA4	√	√	√
Presence at work	PA5, PA6	√		
Cooperative attitude within the organization	PA7, PA8	√		
Cooperation	PA9, PA10	√	√	√
Understanding of work	PA11, PA12	√	√	√

Table 4. Indicators of Organizational Commitment

Indicators	Items	Sariwulan et al. (2018)	Wuisan et al. (2020)
Affective Commitment	OC1, OC2	√	√
Normative Commitment	OC3, OC4	√	√
Continuance Commitment	OC5, OC6	√	√

Table 5. Organizational Citizenship Behavior

Indicators	Items	Moestain et al. (2020)	Wuisan et al. (2020)	Tarigan et al. (2020)
Altruisme	OCB1, OCB2		√	√
Awareness	OCB3, OCB4		√	√
Citizenship Policy	OCB5, OCB6	√	√	√
Sportsmanship	OCB7, OCB8	√	√	√
Politeness	OCB9, OCB10		√	√
Loyalty	OCB11, OCB12	√		
Helpful nature	OCB13, OCB14	√		
Compliance with the organization	OCB15, OCB16	√		
Self-development	OCB17, OCB18	√		

5. Results and Discussion

In this study using data analysis techniques Partial least squares Structural Equation Modeling or PLS-SEM using WarpPLS 7.0 software. According to Hair et al. (2019) the PLS-SEM model consists of two models (: (1) the measurement model, which represents how the measured variables represent the construct, and (2) the structural model, which shows how the constructs are related to each other. In PLS-SEM, the measurement model is often referred to as the outer model and the structural model is called the inner model.

5.1 Measurement Model

In the measurement model, the validity and reliability of each item are tested. Each item is said to be valid if the loading value of each indicator on the construct must be above 0.5, p-value <0.05 (Kock 2020). Each latent variable is said to be reliable if one of the composite reliability (CR) or Cronbach alpha (CA) coefficients must

have a value at the limit of 0.6 (Kock 2020). In table 6 is presented the value of loading values, p-value, CR, and CA of all variables. Based on table 6, all items from this analysis are in a valid and reliable level.

Table 6. Construct Validity and Reliability

Variable	Items	Loading factor	p-value	CR	CA
Work Discipline (WD)	WD1	0.576	<0.001	0.894	0.863
	WD2	0.789	<0.001		
	WD3	0.758	<0.001		
	WD4	0.639	<0.001		
	WD5	0.814	<0.001		
	WD6	0.715	<0.001		
	WD7	0.767	<0.001		
	WD8	0.656	<0.001		
Performance Appraisal (PA)	PA1	0.691	<0.001	0.928	0.916
	PA2	0.802	<0.001		
	PA3	0.741	<0.001		
	PA4	0.747	<0.001		
	PA5	0.637	<0.001		
	PA6	0.717	<0.001		
	PA7	0.720	<0.001		
	PA8	0.696	<0.001		
	PA9	0.769	<0.001		
	PA10	0.667	<0.001		
	PA11	0.713	<0.001		
	PA12	0.743	<0.001		
Organizational Commitment (OC)	OC1	0.516	<0.001	0.854	0.791
	OC2	0.828	<0.001		
	OC3	0.814	<0.001		
	OC4	0.826	<0.001		
	OC5	0.672	<0.001		
	OC6	0.525	<0.001		
Organizational Citizenship Behavior (OCB)	OCB1	0.603	<0.001	0.932	0.922
	OCB2	0.624	<0.001		
	OCB3	0.586	<0.001		
	OCB4	0.776	<0.001		
	OCB5	0.731	<0.001		
	OCB6	0.660	<0.001		
	OCB7	0.664	<0.001		
	OCB8	0.678	<0.001		
	OCB9	0.646	<0.001		
	OCB10	0.594	<0.001		
	OCB11	0.555	<0.001		
	OCB12	0.713	<0.001		
	OCB13	0.732	<0.001		
	OCB14	0.657	<0.001		
	OCB15	0.634	<0.001		
	OCB16	0.531	<0.001		
	OCB17	0.685	<0.001		
	OCB18	0.717	<0.001		

5.2 Structural Model

When judging a model according to the data, several criteria are recommended. Model Fit and Quality Indices provided by WarpPLS 7.0 including average path coefficient (APC), the average R-squared (ARS), average adjusted R-squared (AARS), average block variance inflation factor (AVIF), Average full collinearity VIF (AFVIF) , and Tenenhaus GoF (GoF) (Kock 2020). The results of these tests are as presented in Table 7, where it can be analyzed that all sizes of Model Fit and Quality Indices are indicating that the model in this study is acceptable.

Tabel 7. Model Fit dan Quality Indices

	Value	Criteria	Result
Average path coefficient (APC)	0.337 (p<0,001)	$p < 0.05$	Fit
Average R-squared (ARS)	0.589 (p<0,001)	$p < 0.05$	Fit
Average adjusted R-squared (AARS)	0.583 (p<0,001)	$p < 0.05$	Fit
Average block VIF (AVIF)	2.405	acceptable if ≤ 5 , ideally ≤ 3.3	Fit
Average full collinearity VIF (AFVIF)	3.061	acceptable if ≤ 5 , ideally ≤ 3.3	Fit
Tenenhaus GoF (GoF)	0,539	small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36	Fit

The structural model is tested on the predictive ability of the model and the relationship between the constructs. At this stage, the structural model is tested which includes: the significance of the path coefficient, the value of R², the effect size (f²) and the predictive value (Q²). All the result is presented in Figure 3, Table 8 and Table 9.

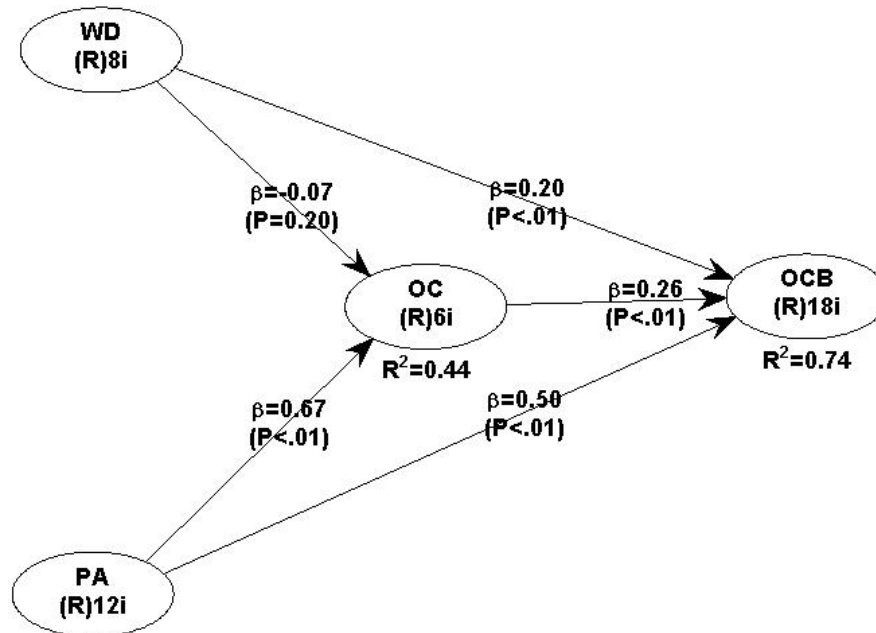


Figure 3. Path Diagram – WarpPLS Result

Table 8. Result of the structural model

Hypothesis Path	Coefficient	p-value	f ²
			Effect Size
H-1: WD → OC	-0.066	0.195	0.036
H-2: WD → OCB	0.200	0.004	0.139
H-3: PA → OC	0.668	<0.001	0.478
H-4: PA → OCB	0.495	<0.001	0.412
H-5: OC → OCB	0.256	<0.001	0.185

Table 9. R² and Q² Values

Variable	R ²	Q ²
Organizational Commitment (OC)	0.442	0.514
Organizational Citizenship Behavior (OCB)	0.736	0.741

Based on table 9, the R² values of Organizational Commitment (OC) and Organizational Citizenship Behavior (OCB) are 0.442 and 0.736, respectively. These values indicate that the Organizational Commitment variance is explained by the Work Discipline (WD) and Performance Appraisal (PA) variables of 44.2%. While the OCB variance is explained by the WD, PA and OC variables of 73.6%. The Q² value of OCB is 0.741, meaning that the model's ability to predict the phenomenon under study is 74.1%, these results indicate good predictive validity for values above zero (Kock 2020). In other words, Work Discipline, Performance Appraisal and Organizational Commitment as explanatory variables are able to predict Organizational Citizenship Behavior (OCB) variables.

5.3 Discussion

In this study there are 5 hypotheses, the analysis for hypothesis testing is carried out with a significance level of 5%. The hypothesis is accepted when p-value < 0.05, and rejected when p-value > 0.05. Based on table 8, WD has no significant effect on OC (p-value > 0.05), does not support H1. This result is not in line with Sari et al. (2017), Mahhuri et al. (2019) and Zulkifli and Italina (2020), where work discipline has a significant direct effect on organizational commitment. Based on the results of the WarpPLS analysis, it is known that the relationship between WD and OC is non-linear (J-curve), as can be seen in Figure 4. Based on the results of this study, the authors conclude that there is an upper limit to employee discipline that is applied to assist the process in increasing OC, beyond that WD may actually decrease OC. These findings require additional empirical verification and future research.

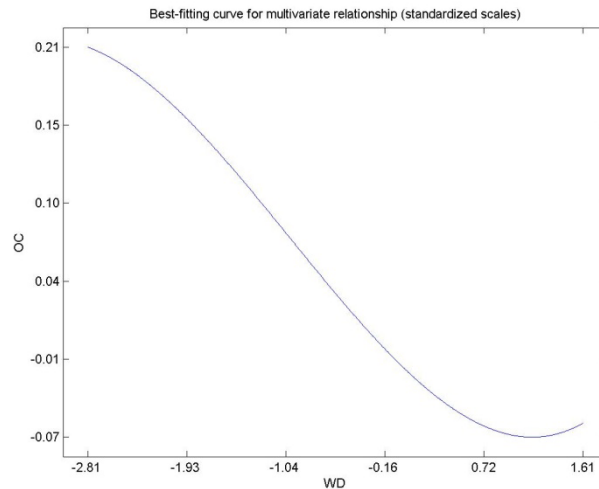


Figure 4. Non-linear (U-curve) relationship WD to OC

Furthermore, findings related to H2 indicate that WD has a positive effect on OCB (p -value < 0.05). This means that the higher the WD, the higher the OCB. This is in line with Janiah and Riyanto (2021), Setiaji & Lo (2020) and Junianto and Suwitho (2020) that WD has a positive and significant influence on OCB.

PA has a positive effect on OC and OCB with a coefficient of 0.668 (p -value < 0.05) and 0.495 (p -value < 0.05), supporting H3 and H4. This means that the higher the PA, the higher the OC and OCB of a company. The results of this study are in line with Tersoo et al. (2018) and Kaur et al. (2018), PA has an effect on OC, and the results of research by Lu et al. (2018), Rahman and Karim (2017) and Mekonnen and Zewude (2021), who explain that performance appraisal is included in the management resource strategy and has a positive and significant influence on organizational citizenship behavior, so that if the performance appraisal is good then organizational citizenship behavior will be good too.

OC is positively related to OCB (p -value < 0.05), supporting H5. This means that the higher the OC, the higher the OCB. This is in line with the research results of Burhanudin et al. (2020) and Utami et al. (2021) that organizational commitment has a positive effect on organizational citizenship behavior. Research by Utami et al. (2021) says that when employees are satisfied with the facilities provided by the organization, they will definitely feel comfortable and feel like always giving the best for the organization, and employees who have a high commitment to the organization will do anything for the betterment of the organization because they already trust their workplace.

Based on the effect size value, PA has the greatest influence on OCB, compared to WD and OC. These results provide a warning to organizations to provide a good performance appraisal system to maintain and improve organizational citizenship behavior. Another finding in this study based on R^2 and Q^2 values is that the model's ability to predict the phenomena studied is good, where Work Discipline, Performance Appraisal and Organizational Commitment as explanatory variables are able to predict Organizational Citizenship Behavior (OCB) variables.

6. Conclusion

This study aims to determine the effect of work discipline and employee performance appraisal through organizational commitment to Organizational Citizenship Behavior. Based on the results of hypothesis testing, it shows that of the five hypotheses proposed, only one does not support, namely WD does not have a significant effect on OC, while PA has a positive and significant effect on OC and WD, PA and OC have a positive and significant effect on OCB. The implication of this study is that PA is more dominant and has an important role in increasing OCB by considering it has the highest effect size value (0.412), compared to the others (WD with 0.139 and OC with 0.185). In addition, the model's ability to predict the phenomena studied is good, where Work Discipline, Performance Appraisal and Organizational Commitment as explanatory variables are able to predict Organizational Citizenship Behavior (OCB) variables. Considering the results of the study that WD does not have a linear but non-linear effect on OC, it is necessary for additional empirical verification and further research in the future on this matter.

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