
The Influence Of Organizational Citizenship Behavior On Employee Performance

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Abstrak

Tujuan penelitian ini adalah untuk menguji pengaruh Perilaku Kewarganegaraan Organisasi (OCB) terhadap kinerja karyawan. Penelitian ini menggunakan analisis kuantitatif dengan populasi 43 karyawan di sebuah perusahaan listrik milik negara. Analisis data menggunakan Partial Least Squares (PLS). Hasil penelitian menunjukkan bahwa Perilaku Kewarganegaraan Organisasi (OCB) berpengaruh positif terhadap kinerja karyawan.

Kata Kunci: Perilaku Kewarganegaraan Organisasi, kinerja karyawan

Abstract

The purpose of this study is to examine the influence of Organizational Citizenship Behavior (OCB) on employee performance. This study used quantitative analysis with a population of 43 employees at a state-owned electricity company. The data analysis used Partial Least Squares (PLS). The results indicate that Organizational Citizenship Behavior (OCB) has a positive effect on employee performance.

Keywords: Organizational Citizenship Behavior, employee performance

A. Introduction

Employee performance is a concern in an organization because it is related to the company's goals. Employees' behavior in responding to their work will determine their performance. Research findings indicate that behavior has a positive relationship with employee performance (Atatsi et al., 2019). Employee performance needs to be managed because it is crucial to achieving organizational goals (Brhane & Zewdie, 2018). Many factors influence employee performance, such as workload, OCB, and motivation.

Organizational Citizenship Behavior (OCB) is voluntary behavior that goes beyond job demands and makes a positive contribution to the organization. Research (Widyaningrum, 2019) shows that OCB has a positive and significant influence on employee performance. Similarly, research conducted by (Hanafi et al., 2018) found that OCB influences employee performance. Several studies have examined the relationship between OCB and employee performance. Research conducted by Candra & Frendika (2023) showed that Organizational Citizenship Behavior positively influences employee performance. Another study by Anggraini et al. (2023) also showed that Organizational Citizenship Behavior influences employee performance.

Employee performance is a key indicator of human resource quality at PT PLN UPDK, a large company established in every city in Indonesia. This company operates in the electricity sector with the aim of making electricity a means to improve the quality of life of the community. OCB has been implemented in the PT PLN UPDK work environment, making it important to examine the extent to which OCB impacts the performance of PT PLN UPDK employees. This study aims to explore the relationship between OCB and employee performance for the benefit of company development.

1. Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is an employee's behavior that goes beyond their role and responsibilities in their work, thus indirectly providing benefits by increasing the effectiveness of organizational functions (Priansa, 2018). According to Naway (2018), the dimensions of Organizational Citizenship Behavior consist of Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue, with measurement using the Morrison scale (Priansa, 2018) as follows:

1. Altruism is behavior demonstrated by replacing colleagues who are absent or taking a break, helping other employees who are overworked, helping with new employee orientation without being asked, helping with the work of colleagues who are absent, taking time to help others with work problems, and being willing to volunteer to do things without being asked.
2. Conscientiousness (carefulness and responsibility) is behavior demonstrated by arriving early to be ready to work when the work schedule starts, speaking only as necessary in telephone conversations, not spending time on non-work conversations, and not taking excessive breaks even if you have extra time.
3. Sportsmanship is the behavior of employees who are willing to tolerate without complaining, not looking for faults in the organization, and not exaggerating problems excessively.
4. Courtesy (politeness and attention) is behavior demonstrated by paying attention to functions that help the organization's image, attending meetings that are considered important, and maintaining togetherness within the department.
5. Civic Virtue is behavior demonstrated by keeping informed about events and changes within the organization, following organizational developments, reading and paying attention to organizational announcements, and considering what is best for the organization in decision-making.

2. Employee Performance

Employee Performance is a form of evaluation, identification, assessment, and improvement of employee achievement results within the company structure and culture that includes important components needed for more effective assessment (Andrade & Neves, 2022).

The role of managers in assessing performance is very necessary because it can reshape employee productivity through changes in certain aspects of the organization (Vuong & Nguyen, 2022).

Indicators used to measure Employee Performance include (Robbins, 2016):

1. Quality, Quality is measured from the employee's perception of the quality of work produced and the perfection of tasks in relation to TK skills and abilities.
2. Quantity, quantitative work is the amount produced and is expressed in terms of the number of cycles finally on time.
3. Time utilization is the level of activity completed at the beginning of the stated time, seen from the perspective of coordination with output results and maximizing the time available for other activities.
4. Cooperation is a joint effort between individuals or groups to achieve common goals.

B. Methodology

The employee population at PT. PLN UPDK Kendari is 43 permanent employees. The sample is part of the number of characteristics possessed by the population (Sugiyono, 2012). The sample taken was all employees of PT. PLN UPDK Kendari, totaling 43 employees. The sampling technique in this study used saturated sampling, which is a sampling technique where all populations are taken or used as research samples. All variables will be measured using the Likert Scale test for statements. This quantitative analysis technique can be proven whether or not there is an influence of competence on employee performance. Quantitative data are analyzed technically in the form of numbers. This analysis uses PLS with the WARP PLS 7.0 analysis tool.

The hypothesis of this research is that OCB has a positive and significant effect on employee performance.

C. Results and Discussion

Table 1. Respondents' Answers regarding Organizational Citizenship Behavior

Indikator Penelitian	Jawaban Responden (skor)										Mean
	SS (5)		S (4)		N (3)		TS (2)		STS (1)		
	f	(%)	f	(%)	f	(%)	f	(%)	f	(%)	
Altruism	12	27.90	20	46.51	10	23.26	1	2.32	0	0.00	4.00
	10	23.26	22	51.16	9	20.93	2	4.65	0	0.00	3.93
	4	9.30	19	44.20	14	32.56	6	13.95	0	0.00	3.49
Rata-rata Indikator											3.80
Conscientious	16	37.20	19	44.20	7	18.28	1	2.32	0	0.00	4.16
	10	23.26	22	51.16	10	23.26	1	2.32	0	0.00	3.95
	5	11.63	19	44.20	16	37.20	3	6.98	0	0.00	3.60
Rata-rata Indikator											3.90
Courtesy	3	6.98	21	48.84	15	34.88	4	9.30	0	0.00	3.53
	3	6.98	20	46.51	17	39.53	3	6.98	0	0.00	3.53
	6	13.95	21	48.84	12	27.90	4	9.30	0	0.00	3.67
Rata-rata Indikator											3.58
Sportmanship	8	18.60	16	37.20	18	41.86	1	2.32	0	0.00	3.72
	4	9.30	18	41.86	16	37.20	5	11.63	0	0.00	3.49
	2	4.65	17	39.53	21	48.84	3	6.98	0	0.00	3.42
Rata-rata Indikator											3.54
Civic Virtue	6	13.95	19	44.20	16	37.20	2	4.65	0	0.00	3.67
	4	9.30	18	41.86	20	46.51	0	0.00	1	2.32	3.56
	4	9.30	20	46.51	18	41.86	1	2.32	0	0.00	3.63
Rata-rata Indikator											3.62
Rata-rata Variabel											3.68

Sumber data diolah, 2020

Based on the table, it shows that from the measurement of the OCB variable referring to the respondents' answers as seen in the table above, in general, respondents stated that they strongly agree, agree, and are neutral, and disagree, very few respondents answered strongly disagree to the statement about organizational commitment. This can be seen from the average value of the OCB statement item, namely 3.68 referring to the interpretation of the Likert scale, which means that the average respondent in the OCB variable answered that OCB can enable them to complete tasks according to the specified time and pay attention to company functions. From the table, it can also be seen that the Sportmanship statement has the lowest answer, namely 3.54 and the highest answer is in the Conscientious statement, namely 3.90, which means that PT. PLN UPDK employees have a sense of helping colleagues sincerely and are satisfied when their work is completed.

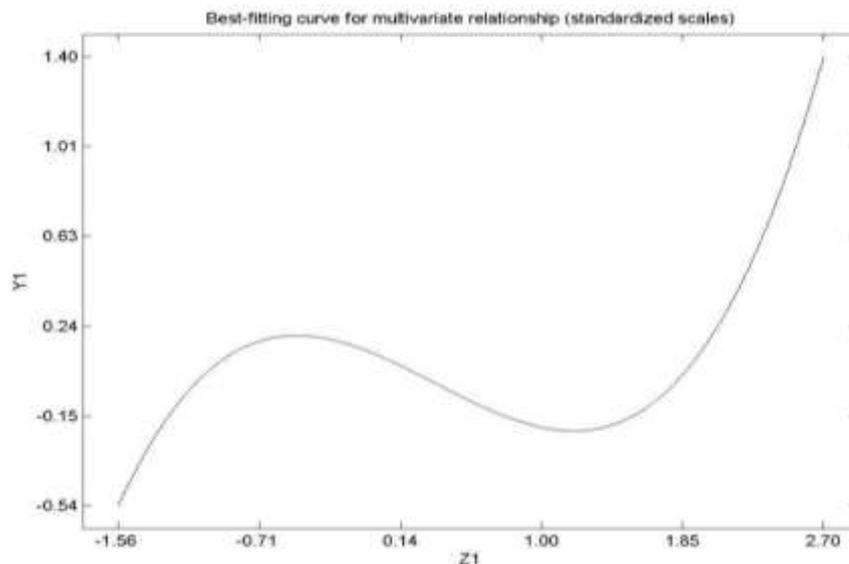
Table 2. Respondents' Answers regarding Employee Performance

Indikator Penelitian	Jawaban Responden (skor)										Mean
	SS (5)		S (4)		N (3)		TS (2)		STS (1)		
	f	(%)	f	(%)	f	(%)	f	(%)	f	(%)	
Kualitas	8	18.60	18	41.86	13	30.23	4	9.30	0	0.00	3.70
	9	20.93	23	53.49	8	18.60	2	4.65	0	0.00	3.93
	6	13.95	22	51.16	15	34.88	0	0.00	0	0.00	3.79
Rata-rata Indikator											3.80
Kuantitas	1	2.32	20	46.51	15	34.88	7	18.28	0	0.00	3.34
	3	6.98	13	30.23	19	44.20	8	18.60	0	0.00	3.25
	5	11.63	13	30.23	19	44.20	6	13.95	0	0.00	3.39
Rata-rata Indikator											3.32
Penggunaan waktu	5	11.63	15	34.88	21	48.84	2	4.65	0	0.00	3.53
	12	27.90	13	30.23	16	37.20	2	4.65	0	0.00	3.81
	2	4.65	19	44.20	20	46.51	2	4.65	0	0.00	3.49
Rata-rata Indikator											3.61
Kerjasama	2	4.65	19	44.20	22	51.16	2	4.65	0	0.00	3.63
	9	20.93	19	44.20	14	32.56	1	2.32	0	0.00	3.84
	4	9.30	23	53.48	13	30.23	3	6.98	0	0.00	3.65
Rata-rata Indikator											3.70
Rata-rata Variabel											3.60

Sumber data diolah, 2020

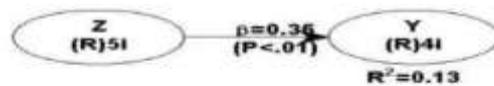
Based on the table, it shows that from the measurement of employee performance variables referring to respondents' answers as seen in the table above, in general respondents stated strongly agree, agree, and neutral, very few respondents answered disagree with statements about employee performance. This can be seen from the average value of employee performance statement items, namely 3.60 referring to the interpretation of the Likert scale, which means that the average respondent on the employee performance variable answered that the employee's performance can do the job according to what the company expects. From the table, it can also be seen that the quantity statement has the lowest answer, namely 3.32 and the highest answer is in the quality statement, namely 3.80, which means that PT. PLN UPDK employees have good performance such as not delaying work and doing work carefully.

Figure 1. Relationship between OCB and Employee Performance



From the figure above, even though using a nonlinear algorithm, the estimation results show a tendency for a linear relationship between OCB and Employee Performance. The figure above shows that the relationship between OCB and employee performance tends to increase. The figure above shows that OCB's effect on employee performance increases relatively from -0.54, causing employee performance to reach -0.54, and so on. OCB affects employee performance up to the optimal employee performance point of 2.70.

Figure 2. Direct Influence of Competence on Employee Performance



In Figure 2, it can be seen that the estimate of the direct influence between OCB and employee performance is 0.36 ($\beta=0.36$) and significant with a p value of <0.01 . The coefficient of determination (determinant) /KD can be obtained using the formula $KD = R^2 \times 100\%$ where $R = 0.36$, then we can obtain $KD = (0.36)^2 \times 100\% = 0.1296 = 12.96\%$. R value² of 0.1296 shows the variance of employee performance (by OCB variance).

D. Conclusion

Statistical results show that OCB has a significant positive effect on employee performance. This means that employees with high OCB and a strong sense of work awareness will improve their performance. This indicates that OCB needs to be considered when selecting factors to improve employee performance, encouraging them to work diligently based on their abilities.

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