

Impact Of Organizational Citizenship Behavior (OCB) Measurements On Employees Job Performance - A Study Of Bank Employees

By

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Abstract

Purpose

Job Performance is everything that a person can do to achieve success and to achieve his self-actualization needs. Performance in itself will be considered a forward-looking point. An organization always expects good job performance from the employees, especially when we talk about the service sector. As the banking sector of our country is an important tool for the economic development and creation of wealth added the success of which depends upon the performance of the employees working in the banking sector. The selection of the OCB measurements provided a linkage between OCB measurements and Job performance of the employees of the banking sector. This research paper's aim of implementing OCB measurements is to enhance the job performance of the employees. A conceptual reflective model is prepared with SmartPLS Software 3.3.3 by taking OCB measurements and job Performance as constructs of the study.

Design/methodology/approach

Data for this study were collected from 322 bank employees in the public and private sectors with the help of simple random sampling techniques. Partial least squares structural equation model (SmartPLS Software 3.3.3) has been used to obtain reliable and valid research results.

Findings

The results of the conceptual reflective model have been found to show that the relationship between OCB measurement and job performance has a positive correlation. The results also show that altruism, courtesy, conscientiousness, sportsmanship, and civic virtues play a very important role in employee job performance.

Research limitations/Implications

This study is based solely on bank employees, so the results of different service departments may vary based on their opinions. More research needs to be done to help the strong nature of employees succeed in the organization.

Practical implications

Enforcing employee job performance with the help of OCB indicators is a successful way to ensure that important employees continue to be utilized while adjusting and maintaining job performance and utility. Today, a sincere commitment must be made to help employees stay happy in the current environment, rather than seeking change.

Originality/Value

The results emphasize the unique role of each OCB indicator in job performance in the banking industry.

Keywords: Job Performance, Altruism, courtesy, conscientiousness, sportsmanship, civic virtue, banking.

Introduction

The success, effectiveness, and efficiency of the organization are determined by the job performance of the employees. It is undeniable that motivated and skilled employees are the lifeblood of an organization, and this is possible when they work happily in a work environment. Therefore, it is important to pay attention to OCB indicators related to employee performance. It will help increase the prosperity of the organization. OCB is an overall feeding that is conveyed by altruism, courtesy, conscientiousness, sportsmanship, and civic virtue and is also rooted in the belief that employees work well in an organization.

To operate successfully in today's competitive environment, an organization depends on its ability to perform in the organization. Performance information is important to the various stakeholders of the company in different ways. Managers view the organization's performance as a way to prioritize work assignments. In a more static sense, performance appears to be an important way of keeping an organization on track to achieve organizational goals. In other words, it is the monitoring mechanism used by the organization to formulate and implement business strategies. If job performance is effective, it must be performance-oriented and linked to OCB.

Organizational citizenship behavior

OCB refers to the active cooperation and help between colleagues; OCB of the organization, the behaviors that employees show that are beneficial to the organization (Williams & Anderson, 1991). From an organizational point of view, OCB is beneficial and desirable, but managers have difficulties through contractual arrangements and formal rewards to trigger its appearance or punish its absence because these actions are voluntary (Moorman & Blakely, 1995). The OCB-client loyalty relationship may be due to a better quality of service (Yoon & Suh, 2003). Organizational citizenship behavior can affect customer loyalty. This is due to better interaction between employees and customers and a better "service atmosphere" (Castro & D.M., 2004). Various methods to evaluate the dimensionality of OCB. (Organ D. W., 1988), divides OCB into the following dimensions: Altruism: Actively helping members of the organization to solve problems; Conscientiousness: In addition to complying with the organization's rules, strives to exceed the minimum requirements; Sportsmanship: Comply with organizational regulations, tolerate imperfect situations without complaining; Courtesy: To avoid work problems, remember and notify other colleagues in advance; civic virtue: By participating in proactive organizational activities.

Job Performance

The study of (Arslan Khalid & Ghaffari, 2020) found that psychological capital is significantly and positively correlated with employee job satisfaction, organizational commitment, job performance, and quality of life. Most bankers believe that their work is stressful, and stress in return will reduce their performance. Work overload, high-risk work, and poor relationships with colleagues are the main causes of work stress for bankers (Muhammad Naeem Shahid, 2011). There is a significant positive correlation between leadership style and performance results. On the other hand, the results of this study show that

the relationship between leadership style and performance results is not consistent (Asrar-ul-Haq & Kuchinke, 2016). With the right environment, fatigue, monotony, and boredom will be minimized, and work performance can be maximized (Sumitha & Dr.R.Padmaja, 2017) Training employee job satisfaction and organizational commitment will shape the best employee performance (Anis Eliyana & Muzakki, 2019). Work performance affects the work, organization, and innovators of bank employees (Muthu Manivannan, 2017). The management should regularly assess the staff's stress level and implement stress relief activities in the job performance training plan (Dr. N. Sree Rajani, 2020).

Literature Review

OCB and Job Performance

Whenever there is a linkage between organizational behavior, citizenship behavior, and the performance of the workers, it will always help to achieve the goals of an organization (Marco Tagliabue & Sandaker, 2020). Significantly, info is express or ordinary, yet one should not expect additional presentation gains from inserting the two components into criticism (Jin-A Park & Lee, 2019) Organizations performance is enhancing the relationships between the employees which ultimately lead to more involvement in OCB (Gan & Yusof, 2018). In the study of (Yupono Bagyo & Chrp, 2018), the Engagement variable is embedded the CWB adverse consequence is more modest, this implies that a worker ought to be urged to have a high OCB soul because, with OCB, the Engagement soul becomes greater. OCB is helpful in and is a very significant factor to improve the employee's performance which will improve their urge of working in an organization (Hidayah & Harnoto, 2018). OCB is helpful towards the performance of the business as it enhances their task performance activities which ultimately lead to their career satisfaction (SARAIH & KHALID, 2014). It has been understood that qualities to improve performance significantly further and exhibited that employees knew about the work (Herman Aguinis & Joo, 2012) The power of competence and waking up an inner urge of employees which is also a kind of helping behavior have been improved with the right feedbacks of task performances (Arnold, 1976). OCBI, OCBO, and laborer execution are the most considered variables. Occupation satisfaction, Empowerment, regulatory training, prospers at work (Ramalakshmi Krishnan & Mariappan, 2019) It has also been studied that of personality, work fulfillment, authoritative among the employees revealed its significant impact on employee's performance and OCB (Wardhani Hakim & Alam, 2014). Positive feedback of the employees noticed a connection between citizenship practices and gathering as well as organizational performance (Daniel G. Bachrach & Podsakoff, 2001). Individuals or employees treat environments like they were deterministic, then, at that point possibly the most valuable commitment and performance (William K. Balzer & Raymond O'Connor, 1989). Uniform criticism conveyance brought about better performance, albeit conflicting input brought about diminished negative enthusiastic reactions (Eunju Choi & Oah, 2018). Subsequently, there would be a repetition of clarification as to factors that caused employees to occupied with OCB in some settings (Razima Hanim Osman & Alis, 2019). Group cohesion and collective effectiveness fully mediate the direct effects of OCB on individuals and organizations on group performance (Lin & Peng, 2010). OCB performance relationship and OCB process affect performance, considering the impact of organizational context on the strength of OCB performance relationship (Scott b. Mackenzie & Fetter, 1991). OCB gestures are displayed with the advantage of preventing possible problems for identifiable people (Organ, 1997). It is understood that OCB is not necessary for an employee to maintain membership in the organization for introspective behavior because organizations value introspective behaviors (A., 2016). Workplace spirituality is a moderator of personal work performance, but OCB cannot predict, so there is no moderating effect of OCB between WS

and JP (Habeeb, 2019). The relative importance of tasks, citizenship and counterproductive performance also depends on the work culture or organization or strategic goals related to work performance (Rotundo & Sackett, 2002). There is a very important positive relationship between job satisfaction and OCB. is that, the higher the job satisfaction, the higher the OCB and vice versa (Subardjo & Tentama, 2020) highest levels of personal performance when using the graphical display of task completion (Wilk & Redmon, 1997).

Hypothetical establishment of the study

H1- Altruism among employees has a positive and direct effect on employee's job performance

Altruistic behavior has an intermediary effect on the relationship between salary and job performance, which makes the relationship between salary and altruistic behavior particularly important (Hsiung, 2014). It is worth studying how our results will change when the performance evaluation is carried out by a potential altruistic middle manager who is not a residual claimant (Dur & Tichem, 2013). Helping others or altruism at work can bring happiness to your work (Singh, 2018). It can be seen from the altruistic variable declaration that the driver is very willing to help other drivers with a heavy workload. Management should not completely rely on the supervisor, if management is to directly view, control, and ensure the performance of the employees and the supervisors themselves so that the services provided are consistent and continue to deliver positive value for customers (Emilisa, 2019). Improving employees' organizational performance with commitment and altruism is one of the main goals of human resource management (HRM), and it is also a key source of creating an organization's competitive advantage (Pilar Ficapal-Cusí & Torrent-Sellens, 2020). Satisfaction with material rewards plays an intermediate role in the relationship between a harmonious work environment and the altruistic behavior of employees. Perceived organizational politics and career ambitions regulate the mediating effect of a harmonious workplace atmosphere on the altruistic behavior of employees through satisfaction over material reward (Hong T.M. Bui & Curtis, 2021).

H2- Courtesy among employees has a positive and direct effect on employee's job performance

OCB factors like courtesy affect the relationship between employees and their superiors (Mohammad & Al-Mahasneh, 2015). Courtesy has a positive correlation with employee's job performance (Muchhal, 2014). Employees' compliance and work commitment are strongly affected by indifference and politeness (Sumaiya Asif & Naeem, 2013). In the case of job performance, politeness is a positive predictor of other dimensions of OCB (Shaiful Annuar Khalid & Rahman, 2010). Politeness is mainly related to expanding work performance and delegated responsibilities (Sumaiya Asif & Naeem, 2013).

H3- Conscientiousness among employees has a positive and direct effect on employee's job performance

Among substitute students, due diligence is significantly related to the results of school implementation. (Shahzad, 2013). The implementation of the working environment between boss and workers, work autonomy, and the level of establishment of association goals also affect the link between due diligence and professional implementation. (Tuteja & Sharma, 2017). Highly conscious people, considering all factors, perform better at work than low-confidence people (Digman & M., 1990). Awareness may be the strongest and most important indicator of job performance. (Klang & Andreas, 2012). The results show that conscientious employees who need relationship involvement may be incompetent, especially in positions that require beneficial communication with others (LA Witt & Mount, 2002).

H4- Sportsmanship among employees has a positive and direct effect on employee's job performance

The result of (Mohammad & Al-Mahasneh, 2015) does not show any influence on sportsmanship. Representative citizenship, like sportsmanship, can reduce these dire effects (Demerouti & Cropanzano, 2017). Sportsmanship is directly affected by specific feelings of relationship ethics when membership can promote an ethical work environment and produce a work culture (Sahu & Pathardikar, 2013). The results show that sportsmanship and sportsmanship do not affect this ratio, where the value is determined to be negligible (A & Al-Mahasneh, 2015). A study found that sex affects sports courtesy and ethics standards for organizational civic behavior, and there is an important connection between the active style of association workers and authoritarian citizen behavior (Mani, 2013).

H5- Civic virtue among employees has a positive and direct effect on employee's job performance

Civic virtues are important, and it is stipulated that future examinations will focus on these pro-social and proactive, and capable political support pioneers and results in labor associations and free societies. (Graham & Dyne, 2006) Civic virtues as a measure of OCB are definite and have a fundamental relationship with the implementation of representatives (Dinka, 2018). Employees who demonstrate civic virtues will improve their performance and productivity in the company. Therefore, civic virtues affect the work performance of employees regardless of gender and age group (Balmes, 2016).

The conceptual reflection model shows the relationship between the OCB structure and employee retention. The Partial Least Squares Structural Equation Model (PLS-SEM) in Smart PLS got a total of 322 responses and was used for clear research. PLS-SEM is considered the preferred strategy for this exam because the calculation model includes altruism, courtesy, conscientiousness, sportsmanship, civic virtues such as OCB structure, and employee retention as a dependent variable. PLS-SEM in Smart PLS has greater adaptability, making it a recognized multivariate analysis method (Joseph F. Hair & Sarstedt, 2013).

Result Analysis

Table 1: Demographic Data (N = 322)

Demographic variables	Category	Frequency	Percentage%(100)
Gender	Male	242	75.16
	Female	80	24.84
Age	Less than or equal to 20	0	0
	21-40	280	86.96
	41-60	42	13.04
	Above 60	0	0
Industry type	Public	154	47.83
	Private	168	52.17

The demographic data contained in this study are the type of gender, age, and type of industry shown in Table 1. From that table, the percentage of men is 75.16, and women are notifying 24.84. Most of the respondents were under the age of 13.04% under the age group of 4160 years and decreased under 86.96% of age groups. Therefore, the defendant extends within 60 years or less than 60 years. 47.83% of 47.8% of respondents in the industry belonged to the public sector, while 52.17% were from the private sector.

Table 2: Measurement model assessment- Reliability and validity

Constructs	Items	Loadings	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Altruism	ALT1	0.830	0.882	0.882	0.914	0.68
	ALT2	0.833				
	ALT3	0.829				
	ALT4	0.878				
	ALT5	0.749				
Civic virtue	CIV1	0.809	0.859	0.86	0.905	0.704
	CIV2	0.849				
	CIV3	0.877				
	CIV4	0.819				
Conscientiousness	CON1	0.835	0.849	0.853	0.897	0.686
	CON2	0.852				
	CON3	0.827				
	CON4	0.800				
Courtesy	COU1	0.806	0.849	0.852	0.892	0.623
	COU2	0.725				
	COU3	0.834				
	COU4	0.779				
	COU5	0.799				
Sportsmanship	SPO1	0.867	0.892	0.894	0.921	0.7
	SPO2	0.795				
	SPO3	0.884				
	SPO4	0.831				
	SPO5	0.803				
Job performance	J-PERF1	0.719	0.908	0.91	0.926	0.611
	J-PERF2	0.805				
	J-PERF3	0.751				
	J-PERF4	0.810				
	J-PERF5	0.805				
	J-PERF6	0.830				
	J-PERF7	0.791				
	J-PERF8	0.734				

Table 2 shows the reliability and validity of the model evaluation explained by factor loading, extracted average variance, Cronbach's alpha, composite reliability, and Dijkstra and Henseler's RhoA. (Hair & Ringle, 2019), revealed in a study that the minimum required value of factor loading is 0.708, and all values of factor loading are higher than the required value. (David M. Byrne & B.Reinsdorf, 2016) also pointed out that an external load greater than 0.50 is considered sufficient to ensure the reliability of the indicator. Cronbach's Alpha, Rho_A, and CR values conform to (Hair & Ringle, 2019). The minimum requirement for the AVE value is 0.50 (Fornell & Larcker, 1981b) Therefore, our results also meet the threshold

(Nunnally, 1967), that is, a Cronbach's Alpha value greater than 0.70 is considered sufficient, and greater than 0.80 is desirable (DeVellis, 2003).

Methodology

The target interest group for this study includes people working in public and private sector banks. The online assessment was completed by rational sampling to collect information using a questionnaire. All questionnaire items were measured using a 5-point Likert scale (1 = "strongly disagree" to 5 = "strongly agree"). A total of 322 critical reactions were collected and used for deterministic testing in the SmartPLS 3.3.3 software tuning using a structured partial least squares equation model (PLS-SEM).

Model

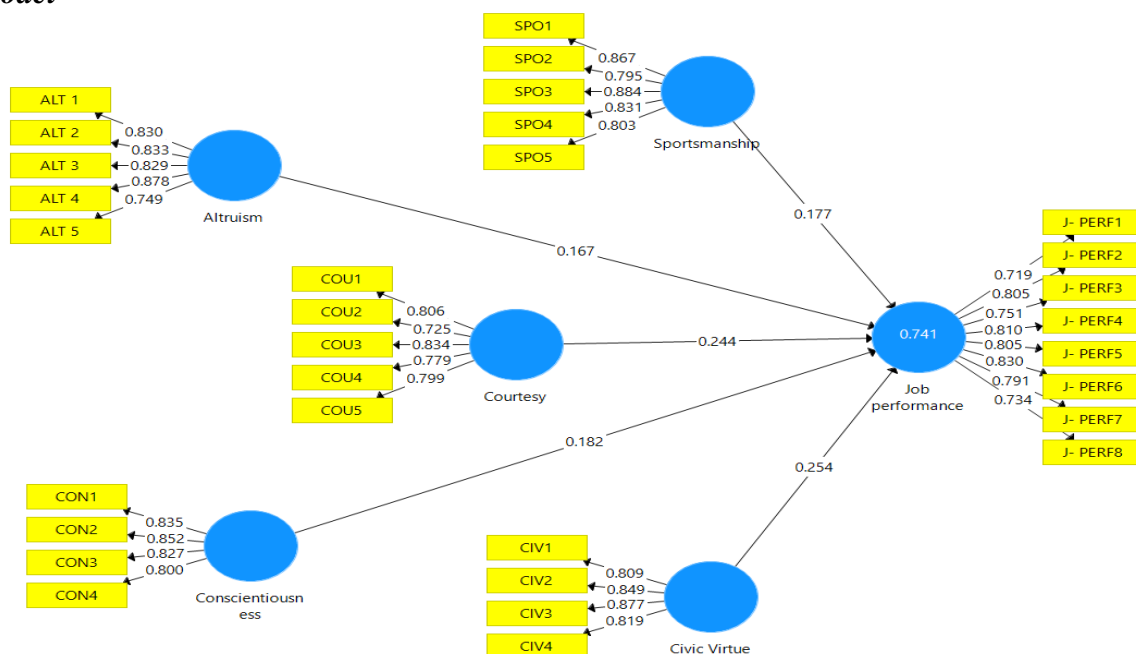


Figure 1- A proposed conceptual model

Table 3: Fornell-Larcker

	Altruism	Civic virtue	Conscientiousness	Courtesy	Job performance	Sportsmanship
Altruism	0.825					
Civic virtue	0.62	0.839				
Conscientiousness	0.624	0.576	0.829			
Courtesy	0.718	0.614	0.69	0.79		
Job performance	0.723	0.72	0.707	0.757	0.781	
Sportsmanship	0.621	0.609	0.604	0.632	0.7	0.837

Table 3 shows the entire development process that meets the rules of Fornell and Larcker, as each version is reasonably qualified compared to the others. The Fornell Larcker criterion is the second method to discriminate validity (Fornell & Larcker, 1981b). There is therefore no valid discrimination problem. The study further examines discriminatory validity using the Fornell and Larcker criteria, which show that under the AVE basis of asymmetric constructs, the value of the relationship between them is higher.

Table 4: Heterotrait Monotrait (HTMT)

	Altruism	Civic virtue	Conscientiousness	Courtesy	Job performance	Sportsmanship
Altruism						
Civic virtue	0.710					
Conscientiousness	0.707	0.662				
Courtesy	0.822	0.716	0.795			
Job performance	0.804	0.813	0.795	0.843		
Sportsmanship	0.698	0.694	0.685	0.722	0.777	

The HTMT criteria used to evaluate the validity were discriminatory. According to research by (Jörg Henseler & Sarstedt, 2015) and (S. Mostafa Rasoolimanesh & Hanifah, 2019), found that HTMT intake should be less than 0.85. According to (Andrew H. Gold, 2001), the allowable value of the HTMT ratio is 0.90. And our results are shown in Table 4 showing the relevant HTMT values.

Table 5: Hypothesis Testing of Relationships

Hypothesis	Relationship	Std. Beta (β)	Std. Error	T-Value	P-Values	Decision
H1	ALT-> J-PERF	0.167	0.057	2.954	0.003	Supported
H2	COU ->J-PERF	0.244	0.067	3.629	0.000	Supported
H3	CON-> J-PERF	0.182	0.05	3.655	0.000	Supported
H4	SPO -> J-PERF	0.177	0.053	3.356	0.001	Supported
H5	CIV-> J-PERF	0.254	0.062	4.11	0.000	Supported

Note: β = regression coefficient and t = significant value ($t > 1.96$) or ($P < 0.05$)

Table 5 results show that ALT, COU, CON, SPO, CIV, have a positive and direct influence on J-PERF. The p-value of all suggested assumptions is 0.000, which is less than the required p-value of 0.05. The t-value of all proposed assumptions is greater than the required value of 1.96. Table 5 summarizes the results of the hypotheses showing that H1, H2, H3, H4, H5 are supported.

Model Fit Analysis

The allowable value of the SRMR index ranges from 0 to 0.08, as suggested by (Hu & Bentler, 1999) and according to our model-fit analysis, the SRMR value followed by 0.067, which is within the allowable range and summarizes this model. is in good condition. The value of R^2 reported from the model of 0.741 represents a moderate strength of the dependent variable that can be explained by the independent variables. In many cases, the R^2 value obtained for each endogenous factor is greater than 0.1 and is considered satisfactory when necessary (Falk & Miller, 1992). In the current exploration with PLS-SEM models, a global model fit file such as SRMR is fundamental to evaluate the integrity of the model fit (Hair & Nitzl, 2020).

Discussion And Conclusion

The results of this report show how OCB's measures or structure have a positive and direct impact on employee retention in the banking industry. All the tests applied to give very positive and encouraging results. The structures were tested with composite system reliability, load factor, AVE, transverse load, Fornell-Larcker criteria, and Heterotrait Monotrait ratio (HTMT). From the results of the survey Altruism, politeness, dedication, sportsmanship, civic virtue, we can conclude that the OCB contributes to improving the performance of banking

staff. HR activities have significantly adjusted the relationship between OCB and job performance. engaging employees in altruistic behavior improves productivity and performance in the workplace (Eeman Basu & Jena, 2015).

Practical Implications

Many employees in the banking industry want to perform well in an organization if everyone has the OCB attribute. The importance of OCB was revealed in this study. Once employees have a better understanding of the elements, it helps them run a particular organization well. The present study also shows that it is very beneficial for employees to follow the works of OCB to improve their work efficiency and also shows that the job performance of employees in the banking industry is affected. strongly influenced by the works of OCB.

Limitations And Future Research

This study was only based on employees in the banking sector, so results may vary across different service sectors depending on their perceptions. This study argues that OCB measures performance and that future research can be done on how OCB can also be used to improve employee performance levels. More research is needed in the future to help the strong employee nature work well in an organization.

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