

## Employee Initiatives as Mediator of the Relationship Between Organizational Citizenship Behavior and Employee Performance

Artha Febriana<sup>1✉</sup>

<sup>1</sup>Department of Management, Faculty of Economics and Business, Universitas Dian Nuswantoro, Semarang, Indonesia

### Article Information

*Article history:*

Accepted: April 2022

Approved: July 2022

Published: September 2022

*Keywords:*

employee initiatives  
organizational citizenship  
employee behavior

### Abstract

*The study of the behavior of human resources in organizations is growing in line with the awareness that individual behavior has a positive effect on individual and organizational performance as a whole. Employee performance is influenced by many factors, including organizational citizenship behavior (OCB), organizational culture, and employee initiative. This study aims to examine the effect of organizational citizenship behavior (OCB) and organizational culture on employee performance with employee initiative as a mediating variable. This study uses a quantitative approach. The research sample used was 100 employees in the IT department with purposive sampling technique. Based on the results of partial regression analysis, it shows that OCB and organizational culture have a positive and significant effect on both employee initiative and employee performance. The higher the employee's initiative, the higher the employee's performance. Employee initiatives mediate the relationship between OCB and organizational culture with employee performance.*

How to Cite: Febriana, A. (2022). Employee initiatives as mediator of the relationship between organizational citizenship behavior and employee performance. *Jurnal Penelitian Ekonomi dan Bisnis*, 7(2). doi: <https://doi.org/10.33633/jpeb.v7i2.5220>

✉ correspondence address:

Faculty of Economics and Business, Universitas Dian Nuswantoro,

Jl. Nakula No.5-11 Semarang

E-mail: [artha.febriana@dsn.dinus.ac.id](mailto:artha.febriana@dsn.dinus.ac.id)

ISSN

2442-5028 (print) 2460-4291 (online)

DOI: 10.33633/jpeb.v7i2.5220



## INTRODUCTION

The study of the behavior of human resources in organizations is growing in line with the awareness that individual behavior has a positive effect on individual and organizational performance as a whole. Performance is the result of work that can be achieved by individuals or groups in an organization both qualitatively and quantitatively, in accordance with the respective authorities, duties and responsibilities in an effort to achieve organizational goals.

The research findings of Se et al., (2015) and Lockhart et al (2020) indicate that various social factors in a work environment can have a significant impact on employee performance. OCB is defined as extra behavior from individuals that is beneficial to the organization, the individual's willingness to take on roles that exceed his main role in an organization (Organ et al., 2006). Various previous studies confirm that OCB has an important urgency in driving employee performance (Azila et al., 2020); (Basu et al., 2017); (Se et al., 2015); (Lockhart et al., 2020); (Muldoon et al., 2017).

Culture is the backbone for an organization in creating and shaping value. The application of culture will shape the character of individuals in the organization in carrying out their duties to achieve organizational goals. Organizations with a strong culture will affect the behavior and effectiveness of employee performance (Lockhart et al., 2020).

Initiative behavior is an attitude that individuals have in expressing thoughts, words, and actions wisely to get the best results (Wickramasinghe et al., 2021). Initiative is a context of self-starting, proactive, and overcoming barriers that can be developed and is the main factor influencing the effectiveness of an organization in achieving performance (Yu et al., 2019); (Weight et al., 2019). But in reality there are still few organizations who care to develop it because the development of OCB, culture, and initiatives are considered as something less important that only has a long-term impact while most organizations focus on pursuing short-term investment impacts.

In the current era of information technology development, organizations have a high dependence on the existence of IT. Almost all operational activities, production, supervision, and various other things are carried out using IT. Not infrequently IT sucks up a large enough budget for the company, both maintenance and employee training so that the IT operational system runs well. But in reality IT is a corporate process that most often experiences problems. A data informs the emergence of shadow IT and employee dissatisfaction as an IT threat trend. The data obtained 62% reported that they observed broken IT processes within their organization. This makes the IT department the most problematic department. And only 24% of employees stated that they received very fast service from the internal IT team, while 7% said the same for the remote IT team. These findings highlight the need for IT teams to reduce bottlenecks and improve service times.

OCB is a managerial tool that has a positive effect on individual and organizational performance. Organ et al., (2006) define OCB as an individual's willingness to take a role that exceeds his main role in an organization. OCB is a unique aspect of individual activities at work, and is a habit or behaviour that is carried out voluntarily, not part of formal work, not related to the formal reward system. OCB indicators include: helpful behaviour, work beyond standards, comply with organizational rules, and are not easy to complain (Basu et al., 2017).

### Organizational Culture

Zeb et al., (2021) define organizational culture as a collection of values that guide and disseminate within the organization and are referred to as the organization's work philosophy. Organizational culture as values that guide individuals in dealing with problems and efforts to adjust work integration in the organization so that individuals must understand the existing values and how they should act or behave. Organizational culture indicators include: results orientation, people orientation, team orientation, and aggressiveness (Liu et al., 2020).

Yu et al., (2018) stated that a good organization tends to display initiative in its work environment, so that the organization will be better off with members who act actively. Initiative behaviour is linked to contributions above and beyond the job description. Initiative behaviour describes a positive and constructive added value. Initiative behaviour is defined as behaviour that is a choice and initiative that will increase organizational effectiveness.

Initiative behaviour indicates responsibility in the work environment (following changes, taking the initiative to recommend how operations or procedures can be improved, and protecting resources) (Wickramasinghe et al., 2021). Initiative indicators according to Wight et al., (2019) include: anticipation, exploration, improvement efforts, and change orientation.

Employee performance is defined as the result of an evaluation of the work carried out by the organization according to the authority and responsibility in an effort to achieve the goals of Ahmad (2015). Meanwhile, according to Yazdani (2021) employee performance is the ability of the organization in carrying out its responsibilities for

product quality, product quantity, product punctuality, and carrying out work according to procedures. From the above definition it can be said that employee performance is the ability of employees to use knowledge, behaviour and talents in carrying out work so that goals are achieved.

Employees are said to be effective if they meet and exceed the employee's needs. According to Ismail (2018), employee performance indicators are as follows: work quality, work quantity, contribution to the organization, and communication quality.

Based on the description above, this study aims to examine the effect of OCB and organizational culture on employee initiative and employee performance in the IT department. The researcher uses the OCB and organizational culture on employee initiatives to examines whether this behaviour has an impact on the companies environment in improving employee performance.

**METHOD**

Data were obtained by means of questionnaire interviews using closed and open questions with a scale of 1 to 5 to a number of respondents according to the research criteria. The technique of selecting purposive samples is based on the criteria of members who have joined the team for more than six months. Based on these criteria, there are 100 members who have joined the employees of the IT department.

The research variables used consisted of four variables, namely: OCB, organizational culture, employee initiative, and employee performance. These variables are measured using indicators adopted from various literatures that have been used in previous studies.

The OCB variable is measured by four indicators including: helpful behavior, working beyond standards, obeying organizational rules, and not easily complaining (Basu et al., 2017). Organizational culture is measured by four indicators including: results orientation, people orientation, team orientation, and aggressiveness (Liu et al., 2020). Employee initiative is measured by four indicators including: anticipation, exploration, improvement efforts, and change orientation (Weight, 2019). Employee performance is measured by four indicators including: quality of work, quantity of work, contribution to the organization, and quality of communication (Yazdani., 2021).

Qualitative analysis was carried out to see an overview of demographics by looking at the answer index numbers and the relationship between following variables associated with answers to open ended questions. Quantitative analysis was carried out by test validity, reliability test, normality test, and hypothesis testing.

**RESULT AND DISCUSSION**

Qualitative analysis of respondents based on gender is known to be dominated by male members. The results showed that the four variables had a fairly good index category value because they were in the range of 3.41 to 4.20. The OCB variable is 3.85, the organizational culture variable is 3.84, the initiative variable is 3.86 and the employee performance variable is 3.76.

**Tabel 1.** Testing the Validity of Research Variables

No.	R Hitung	R Tabel	Keterangan
<b>OCB (X1)</b>			
Helpful behavior	0,422	0,1654	Valid
Work beyond the standard	0,424	0,1654	Valid
Obey the rules of the organization	0,589	0,1654	Valid
It's not easy to complain	0,514	0,1654	Valid
<b>Organizational Culture (X2)</b>			
Result orientation	0,488	0,1654	Valid
People orientation	0,519	0,1654	Valid
Team orientation	0,564	0,1654	Valid

Aggressive	0,420	0,1654	Valid
Employee Initiatives (Y1)			
Anticipation	0,509	0,1654	Valid
Exploration	0,568	0,1654	Valid
Repair Effort	0,549	0,1654	Valid
Change orientation	0,377	0,1654	Valid
Employee Performance (Y2)			
Work quality	0,477	0,1654	Valid
Working quantity	0,565	0,1654	Valid
Work contribution	0,655	0,1654	Valid
Communication quality	0,344	0,1654	Valid

**Table 2.** Reliability Results

Variabel	Cronbach Alpha	Standar Reliabilitas	Keterangan
OCB (X1)	0,701	0,70	Reliabel
Organizational Culture (X2)	0,709	0,70	Reliabel
Employee Initiatives (Y1)	0,710	0,70	Reliabel
Employee Performance (Y2)	0,714	0,70	Reliabel

In Table 1. and Table 2. it can be seen that the variables of OCB, organizational culture, initiative, and employee performance are declared eligible to be used as research instruments, because  $r$  arithmetic  $>$   $r$  table while the Cronbach Alpha value is  $>$  0.70 so it can be concluded that the indicators used by each variable declared valid and reliable.

The normality test shows that the data is normally distributed with  $p$  value  $>$  0.05, which is 0.112 and 0.236. Meanwhile, in the heteroscedasticity test, all independent variables tested against the absolute value of the dependent variable of employee performance resulted in a sig.  $>$  0.05, namely OCB of 0.629, organizational culture of 0.410, and initiative of 0.606 so it can be concluded that the regression model has no indication of heteroscedasticity. The multicollinearity test shows the tolerance value and VIF indicates there is no multicollinearity where the VIF value is less than 10 and the tolerance value is more than 0.1.

**Table 3.** First Regression Analysis

Model	Standardized Coefficient Beta	T	Sig.
1	(Constant)	3,307	,001
	OCB	,363	,000
	Organizational Cultures	,389	,000

a. Dependent Variable: Employee Initiatives

**Table 4.** Second Regression Analysis

Model	Standardized Coefficient Beta	T	Sig.
-------	-------------------------------	---	------

	(Constant)		,325	,746
1	OCB	,278	3,496	,001
	Organizational Cultures	,262	3,263	,000
	Employee Initiatives	,383	4,409	,000

a. Dependent Variable: Employee Performance

Based on the results of the t-test in Table 3. and Table 4. It can be stated that OCB has a positive and significant effect on the initiative of 4.257 with a value of sig. 0.000. Organizational culture has a positive and significant effect on the initiative of 4,558 with a value of sig. 0.000. OCB has a positive and significant effect on employee performance of 3,496 with a sig value. 0.000. Organizational culture has a positive and significant effect on employee performance of 3,263 with a value of sig. 0.000. Initiative has a positive and significant effect on the initiative of 4,409 with a value of sig. 0.000.

The results of testing hypothesis 1 state that the stronger the OCB, the stronger the employee's initiative can be accepted. This means that OCB has a positive influence on employee initiative. The positive influence of OCB on employee initiative is shown by individuals having self-motivation in working to act beyond what is required in their role (Azila et al., 2020). The behavior of helping colleagues voluntarily is able to prevent work-related problems and can take action to solve problems that arise and find solutions to these problems quickly (Kissi et al., 2019).

The results of testing hypothesis 2 state that the stronger the OCB, the stronger the employee's performance can be accepted. This means that OCB has a positive influence on employee performance. The positive influence of OCB on employee performance is shown by individuals who are always responsible and constructive in organizational processes (Basu et al., 2017). Individuals have an extra commitment to performance, exceeding the maximum and expected performance (Se et al., 2015).

The results of testing hypothesis 3 state that the stronger the organizational culture, the stronger the employee's initiative can be accepted. This means that organizational culture has a positive influence on employee initiative as indicated by the strength of culture as a social glue that helps unite the organization by shaping employee attitudes and behavior (Kwarteng et al., 2021). Organizational culture as a tool to promote social systems in a positive and conducive work environment, and change is carried out effectively (Liu et al., 2020).

The results of testing hypothesis 4 state that the stronger the organizational culture, the stronger the employee's performance can be accepted. This means that organizational culture has a positive influence on individuals in achieving the vision, mission, and goals of the organization (Seidu et al., 2021). Organizational culture as a control mechanism. Organizational culture controls and directs individuals in the same direction to achieve the organization's vision, mission, and goals (Zeb et al., 2021).

The results of testing hypothesis 5 state that the stronger the employee's initiative, the stronger the employee's performance can be accepted. This means that the initiative has a positive influence on employee performance. The stronger employee initiative will improve employee performance. Initiatives are able to motivate individuals to work hard so that individuals are able to deal with dynamic environmental changes (Weight et al., 2019). Initiative is able to express thoughts, words, and actions wisely to get the best results (Wickramasinghe et al., 2021).

**CONCLUSSION AND RECOMMENDATION**

The results of the study indicate that the performance of employees achieved by the IT department has not been maximized. The less than optimal IT performance will have an impact on the less than optimal quality of service, if this happens continuously it will harm many parties. To improve employee performance, companies need to improve OCB, organizational culture, and initiatives. Where each individual not only has in-role behavior but also extra-role behavior. Extra role behavior is very important because it will provide better benefits to support the sustainability of the organization.

A strong organizational culture has a good impact and can be implemented well by individuals in the organization, so it can facilitate organizational activities. A strong organizational culture will affect the behavior and effectiveness of employee performance. In addition, the implementation of culture in an organization will shape the character of individuals by themselves in carrying out their duties and achieving the goals of the organization.

Initiatives will affect the individual's ability to recognize problems and opportunities and can take action to find solutions to these problems quickly.

Given that the independent variables in this study are very important in influencing employee performance, it is hoped that the result of this study can be used as a reference for further researchers to develop this research by considering other variables which are other variables outside the variables that have been included in this study, especially employee competency variable.

## REFERENCES

- Ahmad, T., Farrukh, F., & Nazir, S. (2015). Capacity Building Boost Employees Performance. *Industrial and Commercial Training*, 47 (2), 61-66.
- Azila-Gbetteor, E.M., Blomme, R.J., Kil, A., & Honyenuga, B.Q. (2020). Work Values and Organizational Performance: The Mediation Effect of Organization Citizenship Behavior in Family Hotels in Emerging Markets, Chen, J.S. (Ed.) *Advances in Hospitality and Leisure* (Advances in Hospitality and Leisure, Vol. 16), Emerald Publishing Limited, Bingley.
- Basu, E., Pradhan, R.K., & Tewari, H.R. (2017). Impact of organizational citizenship behavior on job performance in Indian healthcare industries: The mediating role of social capital, *International Journal of Productivity and Performance Management*, 66 (6), 780-796.
- Ismail, Sila. (2018), Country And Sector Effects on The Relationships Among TQM Practices And Key Performance Measures. *International Journal of Productivity and Performance Management*.
- Kissi, E., Asare, O.A., Agyekum, K., Yamoah Agyemang, D. and Labaran, M. (2019). Ascertainning The Interaction Effects Among Organisational Citizenship Behaviour, Work Overload And Employees' Performance In The Ghanaian Construction Industry. *International Journal of Productivity and Performance Management*. 68 (7), 1235-1249.
- Kwarteng, A., Simpson, S.N.Y. & Agyenim-Boateng, C. (2021). The Effects of Circular Economy Initiative Implementation on Business Performance: The Moderating Role of Organizational Culture. *Social Responsibility Journal*.
- Liu Chang et al. (2020). The Impact of Group Culture on SERU Production and Operational Performance: An Empirical Analysis in Chinese Manufacturing Firms. *Systems Engineering - Theory & Practice*.
- Lockhart, P., Shahani, N.K., & Bhanugopan, R. (2020). Do Organisational Culture And National Culture Mediate The Relationship Between High-Performance Human Resource Management Practices And Organisational Citizenship Behaviour?. *International Journal of Manpower*, 41 (8), 1179-1197.
- Muldoon, J., Keough, S.M., & Liguori, E.W. (2017). The role of job dedication in organizational citizenship behavior performance. *Management Research Review*, 40 (10), 1042-1057.
- Organ, D. W., Podsakoff, P. M., & Mackenzie, S. B. (2006). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*. California SAGE Publications, Inc.
- Se Hyung (David) Oh et al. (2015). When is a Good Citizen Valued More? Organizational Citizenship Behavior and Performance Evaluation. *Social Behavior and Personality: An International Journal*.
- Seidu, S., Opoku Mensah, A., Issau, K., & Amoah-Mensah, A. (2021). Does Organisational Culture Determine Performance Differentials In The Hospitality Industry? Evidence From The Hotel Industry. *Journal of Hospitality and Tourism Insights*.
- Weigt-Rohrbeck, J., & Linneberg, M.S. (2019). Democratizing Innovation Processes: Personal Initiative In Bottom-Up Eco-Innovation. *European Journal of Innovation Management*. 22 (5), 821-844.
- Wickramasinghe, V., & Chathurani, M.N. (2021). Effects of Continuous Improvement In Streamlining HRM Practices. *Business Process Management Journal*, 27 (3), 883-900.
- Yazdani, B. (2021). TQM, Employee Outcomes And Performance: The Contingency Effect of Environmental Uncertainty. *International Journal of Quality & Reliability Management*.

- Yu, T., de Ruyter, K., Patterson, P., & Chen, C.-F. (2018). The Formation Of A Cross-Selling Initiative Climate And Its Interplay With Service Climate. *European Journal of Marketing*. 52 (7), 1457-1484.
- Zeb, A., Akbar, F., Hussain, K., Safi, A., Rabnawaz, M., & Zeb, F. (2021). The Competing Value Framework Model of Organizational Culture, Innovation And Performance. *Business Process Management Journal*. 27 (2). 658-683.