

## Role of Organizational Citizenship Behavior in Mediating The Relationship Between Job Involment and Job Performance

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**Abstract.** Research that aims to study examined the direct and indirect effect of job involvement on job performance through organizational citizenship behavior. This study was designed as an explanator research which aims to provide an explanation of the causal relationship between variables through hypothesis testing and aims to obtain appropriate testing in drawing causal conclusions. The sample of this study was 65 responden Fajar Printing employees using the saturated sample technique. This study uses analysis technique the PLS (Partial Least Squares regression) with the SmartPLS version 3.0 program to find that job involvement has no significant direct effect on job performance. Meanwhile, indirectly, job involvement has an effect on job performance through organizational citizenship behavior. This shows that organizational citizenship behavior is able to bridge the influence of job involvement on job performance, which can be interpreted that job involvement can have a good effect on job performance when accompanied by organizational citizenship behavior owned by company employees. The results of this study are expected to add new knowledge that will enrich the theory of human resource management, especially those related to job performance. In addition, it is hoped that these findings will help future research in paying attention to factors that can affect job performance.

Keywords: **job involvement, organizational citizenship behavior, job performance**

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### INTRODUCTION

During the COVID-19 pandemic, human resources in the organization play a very important role because the company's success in achieving its goals cannot be separated from the role of its employees. Moreover, at this time the Indonesian economy is also being faced with a disruptive era, which is an era where innovation from various lines moves very quickly. The disruptive era will in some ways be beneficial, but on the other hand it can be detrimental if this change is not well-responded. Organizations that are not able to adapt to environmental changes and move quickly to respond to these changes will not be able to survive. On the other hand, organizations that are able to adapt and are ready to face this era will survive and will win the competition with other competitors. For this reason, the management of human resources in organizations is an important thing to know in order to achieve organizational progress (Brewster et al., 2016). HR issues are currently still the center of attention for an organization to survive in a disruptive era accompanied by an increasingly fierce level of competition (Sumiati, 2018). Organizational progress will also be achieved if human resources have good performance (Mondiani, 2012; Manurung & Riani, 2017). However, if the performance of human resources is not good, it will have an impact on the achievement of organizational goals (Manzoor et al., 2011).

Theoretically, there are several factors that affect performance. Mangkunegara (2005) argues that performance is influenced by individual personality factors themselves. Mulyani and Soliha (2014) argue that performance is influenced by organizational factors, such as organizational climate. Bambale et al. (2012) argues that performance is influenced

by behavioral factors of organizational members, such as voluntary mutual help behavior, or theoretically called organizational citizen behavior. Based on this description, the authors suspect that the factors that can affect performance are job involvement, organizational climate and organizational citizenship behavior. Previous studies have also examined the effect of job involvement, organizational climate, organizational citizenship behavior on performance and proved that job involvement, organizational climate, organizational citizenship behavior have a significant influence on performance (Zhang, 2014; Kimbal et al., 2015 and Al. -Kurdish et al., 2020).

The theoretical description above strengthens that job involvement, organizational climate and organizational citizenship behavior are factors that affect performance. Therefore, the researchers tried to analyze these variables on the object of research, namely Fajar Printing employees in East Java. This is because these aspects are still not optimal for Fajar's printing employees. Based on the results of initial observations, it was found that most of the employees had a fairly good performance. However, there are still some employees who have below average performance.

### **Job Involvement has an effect on Job Performance**

Job involvement is where an employee feels involved in his work, always has loyalty to his work so that he has a sense of belonging to his work and the organization where he works (Robbins and Judge, 2015). Azzahra and Maryati (2016) explain that job involvement arises as a response or contribution to work or certain situations in the environment. The dimensions of job involvement according to Prista (2016) are: emotional job involvement, cognitive job involvement, behavioral job involvement. Meanwhile, the dimensions of job performance according to Purnama (2021) are: work quality, initiative, cooperation and discipline.

Research which states that there is a link between the effect of job involvement on performance was conducted by (Setyorini et al., 2012; Septiadi et al., 2017; Kakinsale et al., 2015; Kimbal et al., 2015). The results showed that Job Involvement has a strong and positive relationship to job performance. Therefore, the research hypothesis is as follows:

H1: Job involvement has a significant effect on job performance.

### **Job Involvement effects on Organizational Citizenship Behavior**

Job involvement is part of work attitudes (Rasheed, 1993). Zhang (2014) explains that job involvement can improve employees' psychology of their work, so that employees feel directly involved in it. Then Mohsan et al. (2015) which states that every employee will feel involved with their respective jobs when they have skills, task identity, task significance, task autonomy and feedback. This makes employees increasingly show organizational citizenship behavior that is focused on organizational effectiveness.

Another study which states that there is a relationship between the effect of job involvement on organizational citizenship behavior was conducted by Chu et al. (2005) and Chughtai (2008). Zhang (2014) who explains that job involvement can improve employees' psychology of their work, so that employees feel directly involved in it. Then research Mohsan et al. (2015) found that each employee will feel involved with their respective jobs when they have skills, task identity, task significance, task autonomy and feedback. This makes employees increasingly show organizational citizenship behavior that is focused on organizational effectiveness. Based on the results of the study indicate that Job Involvement

has an effect on organizational citizenship behavior. Thus, we formulate the following hypothesis:

H2: Job involvement has a significant effect on organizational citizenship behavior.

### **Organizational Citizenship Behavior effects on Job Performance**

Saxena and Saxena (2015) describe organizational citizenship behavior as an employee behavior that exceeds the demands of the required role and is defined as employee behavior that is not directly related to the reward formal system. This means that the behavior is not listed in the job description record so there will be no problem if it is not done. Hanzae and Mirvaisi (2013) stated that organizational citizenship behavior is a discretionary behavior that goes beyond official roles and is intended to help other employees in the organization and show awareness and support for the organization. The indicators used in measuring organizational citizenship behavior according to Dargahi et al. (2012) used indicators of sportsmanship, civic virtue, conscientiousness and altruism.

Organizational citizenship behavior in the workplace which ultimately greatly affects their overall organizational performance (Harikaran & Thevanes, 2018). Organizational citizenship behavior is a condition where workers are able to carry out their work by exceeding the minimum requirements of their job descriptions, suggesting increased performance and increased efficiency of work groups (Chelagat et al., 2015). This is also evidenced by the results of a study conducted by (MacKenzie et al., 1998 and Pernama, 2013) which shows that organizational citizenship behavior plays a role in improving performance.

Based on the results of the description, the following hypothesis can be formulated:

H3: Organizational citizenship behavior has a significant effect on job performance.

### **Organizational Citizenship Behavior Mediates the effect of Job Involvement on Job Performance**

Theoretically, there are several factors that influence individual performance. Mangkunegara (2005) argues that individual performance is influenced by individual personality factors themselves. Mulyani and Soliha (2014) argue that performance is influenced by organizational factors, such as organizational culture. Bambale et al. (2012) argues that performance is influenced by behavioral factors of organizational members, such as voluntary mutual help behavior, or theoretically called organizational citizen behavior. Meanwhile, research related to the role of organizational citizenship behavior in mediating among the factors that affect performance conducted by Darsana (2013) shows that organizational citizenship behavior plays a positive role in mediating the influence of variable personality and organizational culture on employee performance indirectly. Based on theoretical studies and several previous studies, the hypothesis statements that can be developed in this study are:

H4: Organizational citizenship behavior is able to mediate the effect of job involvement on job performance.

## METHOD

In general, this study aims to describe and analyze the relationship between job involvement and organizational citizenship behavior, on job performance. In accordance with its objectives, this research is a type of research. The design of this study when associated with the paradigm of research methodology is an explanatory research that aims to provide an explanation of the causal relationship between variables through hypothesis testing and aims to obtain appropriate testing in drawing causal (cause-and-effect) conclusions between two or more variables through hypothesis testing. (Sugiyono, 2012). Through empirical research, the hypothesis will be tested for truth.

The population in this study were all employees of Fajar Printing Mojokerto, totaling 65 people. The sample is part of the population that will be used as objects in conducting research and testing data. The sample size in this study was 65 employees. The sampling technique used in this study is a saturated sampling technique. According to Sugiyono (2012) the saturated sampling technique is a technique for determining the number of samples by using all members of the population as a sample, this is often done when the population is relatively small, less than 100 people/object, the research aims only to make generalizations with very large errors. small. Another term for saturated sample is census, where all members of the population are sampled.

Measurement used in this study is the Likert scale. The use of the Likert scale is due to the following considerations: (1) it has many conveniences; (2) has high reliability in sorting subjects based on perception; (3) flexible compared to other techniques; and (4) applicable in various situations. Data processing likert scale is included in the interval scale. The distribution of questionnaires to a number of respondents contains indicators of the dimensions of the statement on the research variables in order to obtain answers in accordance with the perceptions of the respondents. To answer all the existing statements by using five categories of likert scale. As for the Likert scale procedure, a number of questions are arranged with respondents' answers on a continuum. The weights given are in accordance with the indicators. In this study the weights given were 1 to 5. Examples of alternative answers used in this research questionnaire were: strongly agree (SS) was given a score of 5, agreed (S) was given a score of 4, disagreed/neutral (N) was given a score of 3, disagree (TS) is given a score of 2, strongly disagree (STS) is given a score of 1 (Sugiyono, 2012).

Method the PLS analysis method in this study was carried out in two stages. The first stage is to evaluate the measurement model or outer model. There are four criteria to assess the outer model, namely dimensional reliability, internal consistency reliability, convergent validity, and discriminant validity. The second stage is to evaluate the structural model or inner model which is carried out to see the relationship between the construct, significance value, and R-square of the research model. testing empirical models of PLS based research with SmartPLS software (Ghozali, 2021)

## RESULTS AND DISCUSSION

Outer model shows how the manifest or observed variables represent the latent variables to be measured. In the analysis of this model, it specifies the relationship between latent variables and their indicators.

Validity test results in conducting research, this test is a measurement of whether each question presented in the form of a questionnaire is able to represent the variables studied and the results of the analysis that have been carried out in table 1 are:

**Table 1. Convergent Validity Test Results**

Dimensional	Loading Factor
Emotional (job involvement)	1
Altruism (organizational citizenship behavior)	0,589
Sportsmanship (organizational citizenship behavior)	0,526
Cooperation (job performance)	1

Source: Processed data

Based on table 1, it is one of the validity tests used to analyze with Smartpls version 3.0. Convergent validity is seen by the loading factor. The stage of determining the value carried out by looking at the measurement scale for the loading value > 0.5 is considered sufficient, which means it meets the requirements. The findings in Table 1. above show that the 3 variables used in this study such as job involvement with questions related to emotional, organizational citizenship behavior with questions related to altruism and sportsmanship and job performance with questions related to cooperation, questions that represent each variable have a value. loading factor > 0.5 then it can be stated that the questions that represent each variable meet the requirements for research.

**Table 2. Results of Discriminant Validity, Composite Reliability and Cronbach's Alpha**

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Involvement	1	1	1
Organizational Citizenship Behavior	1	1	1
Job Performance	0.762	0.891	0.803

Source: Processed data

Based on table 2, measurement of discriminant validity using the cross loading value and the average variance extracted (AVE) value. The findings in this test with average variance extracted (AVE) show that the AVE value generated by each variable used is greater than 0.5, so it can be said to be eligible.

A variable is said to be reliable if the composite reliability of each variable is > 0.70. and cronbach's alpha: a variable is said to be reliable if the cronbach alpha in each variable has a value > 0.70. The value of composite reliability and cronbach alpha generated on each variable of job involvement, organizational citizenship behavior and job performance > 0.7, it can be stated that the respondents' answers are consistent.

Evaluation of the structural model (inner model) is a measurement to evaluate the level of accuracy of the model in the research as a whole by being formed through several variables and their dimensions. Model fit (goodness of fit models) which means an index and a measure of the goodness of the relationship between latent variables that are constructed within a research concept framework. Goodness of fit models in PLS analysis performed

using the R-square and Q-square predictive relevance. The results of the goodness of fit models which have been summarized in the following table:

**Table 3. Results of R-Square and Q-Square Predictive Relevance**

Variable	Q-square	Q-square predictive
Job Performance	0.383	0.273
Organizational Citizenship Behavior	0.555	0.546

Source: processed data

Based on Table 3, the R-square value of job performance is 0.383 or 38.3%. These results indicate that the diversity of job performance variables can be explained by job involvement and organizational citizenship behavior of 38.3%. In other words, the contribution of job involvement and organizational citizenship behavior to job performance is 38.3%, while the remaining 61.7% is a contribution from other variables not discussed in this study. The r-square value on the variable organizational citizenship behavior is 0.555 or 55.5%. These results indicate that the diversity of variables organizational citizenship behavior can be explained by job involvement of 55.5%. In other words, the contribution of job involvement is 55.5% while the remaining 44.5% is a contribution from other variables not discussed in this study.

In the value of Q-square predictive relevance, the job performance variable has a value of 0.273. This shows that organizational citizenship behavior has a fairly strong predictive power and job involvement on job performance. The variable organizational citizenship behavior has a Q-square predictive relevance value of 0.664. This shows that job involvement has a strong predictive power on organizational citizenship behavior.

Testing in this study uses SmartPLS version 3.0 on the grounds that the use of this program can identify nonlinear relationships between latent variables and correct path coefficient values based on these relationships. The research hypothesis is accepted or rejected. The results of hypothesis testing in full are in the following descriptions below:

(1). Direct Effect Hypothesis Testing

Results of hypothesis testing and path coefficients of direct influence between variables job involvement and organizational citizenship behavior on job performance are as presented in Table 4 below.

**Table 4. Direct Effect Hypothesis Testing Results**

Independent variable	Dependent variable	Path Coefficient	T-Statistics	P-Value	Conclusion
Job Involvement	Job performance	191	1301	194	Insignificant
Job Involvement	Organizational Citizenship Behavior	743	13 705	0	Significant
Organizational Citizenship Behavior	Job Performance	463	3432	1	Significant

Source: processed data

(2). Testing the Hypothesis of an Indirect Effect.

Results of hypothesis testing and the path coefficient of indirect influence between the variable job involvement on job performance and the variable organizational citizenship behavior as mediation can be presented in Table 5 below.

**Table 5. Indirect Effects Hypothesis Testing Results**

Independent variable	Mediation variable	Dependent variable	Path Coefficient	T-Statistics	P-Value	Conclusion
Job Involvement	Organizational Citizenship Behavior	Job Performance	0.343	3.413	0.001	Significant

Source: processed data

Based on Table 4, it can be explained that the results of testing the direct influence of each variable are as follows:

**The Effect of Job Involvement on Job Performance**

The results of the research on the effect of Job Involvement on job performance have a path coefficient value of 0.191 and a T-Statistic of 1.301 which is smaller from t-Table with a significance level (p-value) of 0.191. Considering the T-Statistic value of 1.301 is smaller than the t-Table and the p-value 0.191 is greater than the level of significance ( $\alpha=0.05$ ), then there is evidence that empirically rejects the effect of Job Involvement on job performance. That is, the better job involvement has not had an impact on increasing job performance. Thus it can be concluded that job involvement does not have a positive effect on job performance (H1 is rejected).

Empirically, the results of this study indicate that job involvement in the company is not able to improve job performance. This happens because job involvement does not prioritize emotionality. It is also the reason that job involvement in the company cannot improve the work ability of employees in carrying out cooperation activities. In addition, job involvement that wishes to improve job performance is a state of organization that prioritizes being more advanced and developing. This means that employees participating in work participation do not have a good impact on job performance. So, the attitude of employees in job involvement as above cannot encourage an employee to improve their performance.

Theoretically, the results of this study contradict the research by Setyorini et al. (2012), Septiadi et al. (2017), Kakinsale et al. (2015) and Kimbal et al., (2015) who suggest that job involvement has a significant effect on job performance. Organizational improvement is caused by an increase in conducive job involvement and developing job involvement that is focused on job performance. On the other hand, job involvement can also have a bad influence on employee performance. The success or failure of the organization to achieve the goals that have been set depends on the way members of the organization practice it (Maharani et al., 2017).

## **The Effect of Job Involvement on Organizational Citizenship Behavior**

Effect the results of testing the effect of job involvement on organizational citizenship behavior have a path coefficient value of 0.743 and a t-statistic value of 13,705 which is smaller than the t-table with a significant level (p-value) of  $< 0.000$ . Considering the t-statistic value of 13,705 is smaller than the t-table and the p-value  $< 0.000$  is smaller than the level of significance ( $\alpha=0.05$ ), then there is evidence that empirically accepts the effect of job involvement on organizational citizenship behavior. The path coefficient has a positive sign, this indicates that the direct influence between job involvement and organizational citizenship behavior is unidirectional. That is, the better the job involvement, the better the organizational citizenship behavior. Conversely, the worse job involvement, the worse organizational citizenship behavior. Thus it can be concluded that job involvement has a positive effect on organizational citizenship behavior (H2 is accepted).

Empirically, the results of this study indicate that job involvement in companies is able to improve organizational citizenship behavior. This is because job involvement in company employees prioritizes emotionality. This statement is the reason that job involvement in company employees can improve organizational cooperative citizenship behavior. In addition, job involvement that wishes to improve organizational citizenship behavior is a state of organization that prioritizes emotional improvement. That is, the company's employees put forward the emotional in giving a good impact on organizational citizenship behavior. So, employee attitudes in job involvement as above can encourage an employee to improve organizational citizenship behavior on altruism and sportsmanship in the company.

Theoretically, the research results are in line with research conducted by Bolger and Somech (2004), Chu et al. (2005), Retenberry and Chughtai (2008) and Zhang (2014) studies these show the results that the job involvement variable has an effect on work motivation. Mohsan et al. (2015) who found that every employee will feel involved with their respective jobs when they have skills, task identity, task significance, task autonomy and feedback. By increasing the spirit of job involvement in the company, there will be an increase in organizational citizenship behavior.

## **The Effect of Organizational Citizenship Behavior on Job Performance**

The results of testing the effect of organizational citizenship behavior on job performance have a path coefficient value of 0.463 and a t-statistic value of 3.432 with a significant level (p-value) of 0.001. Considering that the t-statistic of 3,432 is smaller than the t-table and the p-value of 0.001 is smaller than the level of significance ( $\alpha=0.05$ ), then there is evidence that empirically accepts the influence of organizational citizenship behavior on job performance. The path coefficient has a positive sign, this indicates that the direct influence between organizational citizenship behavior and job performance is unidirectional. That is, the better the organizational citizenship behavior, the better the job performance. On the other hand, the worse the organizational citizenship behavior, the worse the job performance. Thus, it can be concluded that organizational citizenship behavior has a positive effect on job performance (H3 is accepted).

Empirically, the results of this study indicate that the organizational citizenship behavior of company employees is able to improve job performance. This is because organizational citizenship behavior of the company's employees prioritizes employee altruism and



sportsmanship. This will be the reason that organizational citizenship behavior of company employees can improve the ability of company employees in carrying out their activities such as doing cooperation.

Theoretically, the results of this study are in line with the research of MacKenzie et al., (1998) and Cemil (2012) which stated that organizational citizenship behavior has a positive and significant effect on job performance. Relevant previous research related to organizational citizenship behavior among others, research Purnama (2013) the results of his findings that organizational citizenship behavior has a positive influence in influencing the company's performance.

Based on Table 5, it can be explained that the results of the indirect effect test are as follows:  
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analysis of the mediating variable can be done through the approach that is the difference in the coefficient of direct influence and the coefficient of indirect influence, the approach of the difference in the coefficient uses the examination method by analyzing with and without involving the mediating variable.

#### **The Effect of Organizational Citizenship Behavior Mediating the Relationship between Job Involvement and Job Performance**

The H4 test aims to see the mediating role of organizational citizenship behavior on the effect of job involvement on job performance. Based on table 4. The direct effect of job involvement on job performance = 0.191 and in table 5 the indirect effect of job involvement on job performance through organizational citizenship behavior with a value of 0.345. The results of testing the effect of job involvement on job performance with organizational citizenship behavior mediators, it is known that the path coefficient of job involvement on organizational citizenship behavior and organizational citizenship behavior on job performance is significant, but the path coefficient of job involvement on job performance is not significant.

Thus, it can be concluded that the mediation of organizational citizenship behavior between job involvement and job performance is classified as complete mediation. Based on these calculations, it can be concluded that organizational citizenship behavior is able to mediate the relationship between job involvement and job performance. The results of the mediation test also show that organizational citizenship behavior provides a full mediating role (H4 is accepted).

The results of the indirect relationship test indicate that organizational citizenship behavior as a mediation has a significant influence on the effect of job involvement on job performance. The full mediation results illustrate that organizational citizenship behavior is a bridge between job involvement and job performance variables.

These findings are in accordance with research conducted by Darsana (2013) showing the results of research that job involvement through organizational citizenship behavior has a positive and significant effect on employee performance, meaning that if job involvement through organizational citizenship behavior increases, then employee performance also increases. Variable organizational citizenship behavior proved to be an intervening variable with job involvement mediation.

Organizational citizenship behavior on the effect of job involvement on job performance acts as a perfect mediation which means, job involvement can affect job performance through organizational citizenship behavior mediation, while job involvement cannot directly affect job performance. Regarding the empirical situation, the results of this analysis prove that organizational citizenship behavior is an intervening variable that acts as a mediation on the relationship between job involvement and job performance perfectly.

## CONCLUSION

Based on the results of data analysis and discussion related to job involvement, organizational citizenship behavior and job performance on company employees, the following conclusions can be drawn: Job involvement does not directly have a significant effect on job performance. This shows that the higher the job involvement has not been able to improve the job performance of the company employees.

Meanwhile, indirectly, job involvement has an effect on job performance through organizational citizenship behavior. This shows that organizational citizenship behavior is able to bridge the influence of job involvement on job performance, which can be interpreted that job involvement can have a good effect on job performance when accompanied by organizational citizenship behavior owned by company employees.

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