The Effect of Organizational Citizenship Behavior and Integrity on Company Performance Through Organizational Commitment As a Mediation Variables At Pt Art Piston Indonesia

Abstract: This study aims to demonstrate the behavior of organizational citizenship behavior and integrity on company performance through the organization as a mediating variable at PT Art Piston Indonesia. The population in this research is employees who work at the PT. Indonesian Piston Art. While the sample used includes 127 employees who work in company offices. This sampling uses the saturated sample method because it uses all employees at the company office. The data analysis technique used path analysis. The results showed that the variable of organizational citizenship behavior partially affected company performance. The integrity variable partially affects company performance. The organizational commitment variable partially affects company performance. Organizational citizenship behavior variables partially influence organizational commitment. The integrity variable partially affects organizational commitment. The influence of organizational citizenship behavior on company performance is 0.513. The influence of organizational citizenship behavior on organizational performance is 0.681 x 0.819 = 0.558. In this case, the indirect effect is greater than the direct effect, so it can be said that the organizational commitment variable is intervening. The direct effect on company performance is 0.594. While the effect of integrity on company performance through the organization is 0.796 x 0.819 = 0.652. In this case, the indirect effect is greater than the direct effect, so it can be said that the organizational commitment variable is intervening.

Keywords: civic behavior, integrity, organizational commitment, company performance.

INTRODUCTION

According to Wibowo (2016: 19), performance is a management style in managing performance-oriented resources that carries out an open and sustainable communication process by creating a common vision and strategic and integrated approach as a driving force to achieve organizational goals. According to Rivai and Sagala (2009: 548) suggest that: "Performance is a function of motivation and ability to complete a task or a person's work should have a certain degree of willingness and level of ability. According to Richard et al (2010) company performance is something that is produced by an organization which includes results, namely financial performance such as profit as measured by return on assets, return on investment and so on, market performance such as market share expansion, and sales. Besides, the return from the shareowner is the return of the shareowner and the economic increase of the shareowner. In some areas, company performance can also be measured from other things such as strategic plans, operations, finance, legal and organizational development. Developing an institution or organization is a must to survive in the competitive climate of the world.

The factor that has an impact on company performance is the organizational citizenship behavior. Organizational Citizenship Behavior (OCB) is behavior that is not part of the duties that have been formally required for an employee but as a whole encourages the effective functioning of the organization (Robbins, 2008). In terms of organizational effectiveness, the individuals in a team need to have supportive behavior. These behaviors are not only in-role behaviors but are expected to generate extra-role behaviors from these individuals so that the teamwork can be more solid and can work optimally for the organization (Khri, 2004).
The integrity factor has an impact on company performance. Integrity is consistency and unshakable determination in upholding noble values and beliefs. Another definition of integrity is a concept that denotes consistency between actions with values and principles. In ethics, integrity is defined as the honesty and truth of one's actions. The opposite of integrity is hypocrisy. A person is said to "have integrity" if his actions are following the values, beliefs and principles he holds (Wikipedia). Simply put, the characteristic of a person with integrity is marked by only words and deeds, not someone whose words cannot be grasped. A person who has integrity is not a human type with many faces and appearances that are tailored to his motives and personal interests. Integrity is a key character for a leader. A leader who has integrity will get the trust of his employees. Leaders with integrity are trusted because what they say becomes their actions. The definition of integrity is a way of thinking, saying, behaving and acting properly and correctly and upholding the code of ethics and moral principles.

Organizational commitment also has an impact on company performance. Organizational commitment is the attitude of employees who are interested in the goals, values and goals of the organization which is shown by the acceptance of individuals for the values and goals of the organization and a desire to be affiliated with the organization and a willingness to work hard for the organization so that individuals feel at home and want to stay in the organization for the sake of achievement of goals and organizational continuity.

**LITERATURE REVIEW**

1. Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is behavior that is not part of the duties that have been formally required for an employee but as a whole encourages the effective functioning of the organization (Robbins, 2008). In terms of organizational effectiveness, the individuals in a team need to have supportive behavior. These behaviors are not only in-role behaviors but are expected to generate extra-role behaviors from these individuals so that the teamwork can be more solid and can work optimally for the organization (Khrișna, 2008). In addition to the above definition, Organ (in Podsakoff, 2000) also provides five dimensions of Organizational Citizenship Behavior (OCB):

- Altruism: behavior that influences helping colleagues on duty.
- Conscientiousness: behavior that is part of employees who carry out tasks that exceed the minimum requirements.
- Sportsmanship: feelings from employees to refrain from complaints about things that are not liked.
- Courtesy: behavior that individuals become part of to replace others in the organization about changes affecting their work.
- Civic virtue: behavior belonging to individuals indicating that they participate in the company.

Organizational Behavior (OB) or our bias is also called Organizational Behavior is a science that studies human behavior in an organization and how that behavior impacts the organization. One of the behaviors that have an impact is Organizational Citizenship Behavior (OCB).

2. Integrity

Integrity is consistency and unshakable persistence in upholding noble values and beliefs. Another definition of integrity is a concept that refers to consistency between actions with values and principles. In ethics, integrity is defined as the honesty and truth of one's actions. The opposite of integrity is hypocrisy (hypocritical). A person is said to "have integrity" if his actions are following the values, beliefs and principles he holds (Wikipedia). Simply put, the characteristic of a person with integrity is marked by only words and deeds, not someone whose words cannot be grasped. A person who has integrity is not a human type with many faces and appearances that are tailored to his motives and personal interests. Integrity is a key character for a leader. A leader who has integrity will get the trust of his employees. Leaders with integrity are trusted because what they say becomes their actions.

The definition of integrity is a way of thinking, saying, behaving and acting properly and correctly and upholding the code of ethics and moral principles. In the Big Indonesian Dictionary, the meaning of integrity is (1) quality, character, or condition that shows a complete unity so that it has the potential and ability to radiate authority; (2) honesty.

3. Organizational Commitment

According to Cherrington (2000) organizational commitment as a personal value, which sometimes refers to a loyal attitude to the company. Robbins (2008) suggests organizational commitment is one of the attitudes that reflect feelings of like or dislike towards the organization where you work.

Organizational commitment is the attitude of employees who are interested in the goals, values and goals of the organization which is shown by the acceptance of individuals for the values and goals of the organization and a desire to be affiliated with the organization and a willingness to work hard for the organization so that individuals feel at home and want to stay in the organization for the sake of achievement of goals and organizational continuity.
Meyer and Allen (1993) suggest three components of organizational commitment:

- Affective Commitment occurs when employees want to be part of the organization because of an emotional bond or feel they have the same values as the organization.
- Continuance Commitment, namely the willingness of individuals to stay in the organization because they do not find other jobs or because of certain economic rewards.
- Normative Commitment arises from employee values. Employees stay as members of the organization because there is an awareness that is committed to the organization is what they should be doing.

4. Company Performance

The definition of company performance refers to the ability of employees to carry out all the tasks that are their responsibility. These tasks are usually based on indicators of success that have been implemented. As a result, it will be known that an employee belongs to a certain level of work. The level can be various terms. Performance can be categorized as over target, on target, or under target. Departing from the things referred to as a whole for the work of an employee. The definition of company performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the company as outlined in the strategic planning of a company (Moeherino, 2010: 60). Mangkuprawira (2011: 218-219) says that performance is a matter, or the overall success rate of a person during a certain period in carrying out a task compared to various possibilities, such as work standards, targets, or targets or criteria that have been determined in advance and have been agreed together.

According to Wirowo (2016: 19), performance is a management style in managing performance-oriented resources that carries out an open and sustainable communication process by creating a shared vision and a strategic and integrated approach as a driving force to achieve company goals. According to Rivai and Sagala (2009: 548) suggest that: "Performance is a function of motivation and ability to complete a task or someone's job should have a certain degree of willingness and level of ability. According to Richard et al (2009) company performance is something that is produced by a company that includes results, namely financial performance such as profit as measured by return on assets, return on investment, and so on, market performance such as market share expansion, and sales. Also, the return from the shareholder is the return of the shareholder and the economic increase of the shareholder. In some areas, company performance can also be measured from other things such as strategic plans, operations, finance, legal and company development. Developing an institution or company is a must to survive in the world's competitive climate.

Companies proposed by experts, including Sudarmanto (2009: 11-12), suggest that four dimensions can be used as benchmarks or indicators in assessing company performance, namely:

- Quality, namely: the level of error, damage, accuracy.
- Quantity, namely: the number of jobs produced.
- The use of time at work, namely: absenteeism, tardiness, effective working time / lost work hours.
- Cooperation with other people at work.

**RESEARCH METHODS**

**Time and Location of Research**

The research will be conducted in October-December 2019 by taking the location at PT. Art Piston Indonesia.

**Population and sample**

The Population in this research is employees who work at the PT. Art Piston Indonesia. While the sample used includes 127 employees who work in company offices. This sampling uses the saturated sample method because it uses all employees at the company office. The data analysis technique used path analysis.

**RESEARCH RESULTS AND DISCUSSION**

**1. The Partial Effect of Organizational Citizenship Behavior on Company Performance**

The result of the analysis of the effect of organizational citizenship behavior on company performance is partially known that the coefficient of organizational citizenship behavior is 0.513. The t value is 6.656. The significant value is 0.00. This significant value is smaller than 0.05. This means that the variable of organizational citizenship behavior variable on organizational performance can be seen that the value of r squared is 0.263. This means that the influence of the organizational citizenship behavior on organizational performance is 26.3% and the rest is influenced by other variables that are not included in the equation model.

**2. The Partial Effect of Integrity on Company Performance**

The results of the analysis of the effect of integrity on performance partially show that the coefficient of integrity is 0.594. The t value is 8.227. The significant value is 0.00. This significant value is smaller than 0.05. This means that the integrity variable partially affects company performance. The magnitude of the influence of integrity on company performance is
known to be the value of $r$ squared of 0.353. This means that the influence of the integrity variable on company performance is 35.3% and the rest is influenced by other variables that are not included in the equation model.

3. The Partial Influence of Organizational Commitment on Company Performance

The results of the analysis of the effect of work organizational commitment on performance partially show that the coefficient of organizational commitment is 0.826. The t value is 15.917. The significant value is 0.00. This significant value is smaller than 0.05. This means that the variable organizational commitment partially affects company performance. The magnitude of the influence of organizational commitment on company performance is known to be the value of $r$ squared of 0.671. This means that the influence of the organizational commitment variable on organizational performance is 68.2% and the rest is influenced by other variables that are not included in the equation model.

4. The Effect of Organizational Citizenship Behavior on Organizational Commitment Partially

The results of the analysis of the effect of organizational citizenship behavior on organizational commitment partially show that the coefficient of organizational citizenship behavior is 0.681. The t value is 10.345. The significant value is 0.00. This significant value is smaller than 0.05. This means that the variable of organizational citizenship behavior partially affects organizational commitment. The magnitude of the influence of organizational citizenship behavior on organizational commitment is known to have a value of $r$ squared of 0.463. This means that the influence of the civic behavior variable on company performance is 46.3% and the rest is influenced by other variables that are not included in the equation model.

5. Effect of Integrity on Organizational Commitment Partially

The result of the analysis of the effect of integrity on organizational commitment partially shows that the coefficient of integrity is 0.796. The t value is 14.664. The significant value is 0.00. This significant value is smaller than 0.05. This means that the integrity variable partially affects organizational commitment. The magnitude of the influence of integrity on organizational commitment is known to be the value of $r$ squared of 0.634. This means that the influence of the integrity variable on organizational commitment is 63.4% and the rest is influenced by other variables that are not included in the equation model.

6. The Effect of Organizational Citizenship Behavior on Company Performance through Organizational Commitment Variables

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis on a path with a substructure image as follows:

![Figure 1: Path analysis of the influence of X1 on Y through X3](image)

Based on the picture above, it can be seen that the influence of organizational citizenship behavior on company performance is 0.513. The influence of organizational citizenship behavior on performance through organizational commitment is 0.681 X 0.819 = 0.558. In this case, the indirect effect is greater than the direct effect, so it can be said that the organizational commitment variable is intervening.

7. The Effect of Work Integrity on Company Performance through Organizational Commitment Variables

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis on a path with a substructure image as follows:
Based on the figure above, it can be seen that the direct effect of integrity on company performance is 0.594. Meanwhile, the effect of integrity on company performance through organizational commitment is 0.796 X 0.819 = 0.652. In this case, the indirect effect is greater than the direct effect, so it can be said that the work organizational commitment variable is intervening.

CONCLUSIONS AND SUGGESTION

Conclusion

The variable of organizational citizenship behavior partially affects company performance. The t value is 6.656. The significant value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.263. This means that the influence of organizational citizenship behavior variables on performance is 26.3% and the rest is influenced by other variables that are not included in the equation model.

The integrity variable partially affects company performance. The t value is 8.227. The significant value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.353. This means that the influence of the integrity variable on company performance is 35.3% and the rest is influenced by other variables that are not included in the equation model.

The organizational commitment variable partially affects company performance. The t value is 15.917. The significant value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.671. This means that the influence of the organizational commitment variable on company performance is 68.2% and the rest is influenced by other variables that are not included in the equation model.

Organizational citizenship behavior variables partially influence organizational commitment. The t value is 10.345. The significant value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.463. This means that the influence of the organizational commitment variable on company performance is 46.3% and the rest is influenced by other variables that are not included in the equation model.

The integrity variable partially affects organizational commitment. The t value is 14.664. The significant value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.634. This means that the influence of the integrity variable on organizational commitment is 63.4% and the rest is influenced by other variables that are not included in the equation model.

The influence of organizational citizenship behavior on company performance is 0.513. The influence of organizational citizenship behavior on performance through organizational commitment is 0.681 x 0.819 = 0.558. In this case, the indirect effect is greater than the direct effect, so it can be said that the organizational commitment variable is intervening.

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Suggestion

Companies should consider the behavior of the organization’s citizenship, integrity and organizational commitment. Organizational citizenship behavior is extra individual behavior, which is not directly or explicitly recognizable in a formal work system, and which in aggregate can increase the effectiveness of organizational functions. Then for further research to formulate OCB more deeply, namely the contribution to the maintenance and improvement of the social and psychological context to task support. This behavior can be increased by increasing the attitude of wanting to help in completing work, caring for others and being sportsmanship in carrying out tasks.

Improving integrity emphasizes moral consistency, personal wholeness, or honesty (in
academic discussions for example). Increasing moral consistency, personal wholeness, or honesty can be improved by paying attention to religious behavior, selfish behavior and being fond of learning bad behavior from oneself. Organizational commitment also needs to be improved by increasing normative commitment and ongoing commitment for employees so that employees remain in the organization.

REFERENCES


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