The Effect of Employee Commitment, and Motivation, on Employee Performance with Organizational Citizenship Behavior as an Intervening Variable Study at PT Bank Mega, TBK Manado Area

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Abstract

Companies are required to optimize human resources. This study intends to determine the magnitude of the impact of employee commitment, and motivation, on employee performance through organizational citizenship behavior segmentally or simultaneously at PT Bank Mega, TBK Manado area. The sample used was 64 employees of PT Bank Mega, TBK Manado area, with data collection using a questionnaire. Technical statistical analysis using Path Analysis with SPSS software application program version 2.4. The consequences of this study make sense of that worker responsibility straightforwardly affects hierarchical citizenship conduct, representative inspiration straightforwardly affects hierarchical citizenship conduct, worker responsibility straightforwardly affects worker execution, representative inspiration straightforwardly affects worker execution, hierarchical citizenship conduct straightforwardly affects worker execution, representative obligation to representative execution through authoritative citizenship conduct has no interceding impact, and inspiration on worker execution through hierarchical citizenship conduct has an intervening impact.

Keywords: Employee commitment, motivation, employee performance, organizational citizenship behavior

I. Introduction

Human resources are still an interesting study to study, in business and organizational practice managing existing human resources as effectively as possible to realize organizational goals. The quality of human resources that has an impact on strengthening organizational performance is organizational commitment. If an employee finds their work meaningful, they will be more independent in their work, provided the organization incorporates a commitment strategy that encourages positive employee commitment (Geldenhuys, 2014).

Employees who have a great organizational commitment will provide activities that utilize sincerely and sincerely for the smooth running of the company. Employers expect their employees to do their jobs to the best of their ability and for them to be loyal and dedicated to the organization (Jain, 2013). Commitment is an attitude of employee loyalty to the organization and also a process of articulating attention and involvement in the organization.

Motivation can simply be formulated as a condition or action that shifts a person to present a job or intensive activity in doing and producing. Motivation can be said of "desire to work" and company management needs to interpret what motivates employees in the activities they do. (Ibrahim & Brobbey, 2015).

Accomplishing hierarchical adequacy in accomplishing objectives, isn't just guaranteed by representative conduct in accordance with the meaning of work (in job conduct), however worker conduct outside the significance of work (extra-job conduct) additionally maintains the working of an association. What is interesting be an issue of study or research is the behavior of employees outside of the task recorded in the job definition is termed Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) is seen in the behavior of helping others, as volunteers with extra roles, cooperation, and cohesiveness. Organizational Citizenship Behavior (OCB) is meaningful behavior to realize performance.

The company is being forced to strengthen and manage human resources. Human resource management without being freed from the part of employees who are expected to perform as well as possible to achieve

company goals. Employees are important assets that have a strategic role, either as thinkers, planners, or controllers of organizational activities. Therefore, it is necessary to pay attention to the tasks that are their obligations so that organizational goals can be achieved properly. Good resource management will increase the effectiveness and efficiency of the organization.

In light of the foundation portrayed over, the issue can be characterized as follows: (1) How is the immediate impact of worker responsibility on hierarchical citizenship conduct) How is the immediate impact of inspiration (X2) on authoritative citizenship conduct, (3) How is the immediate impact of representative responsibility on representative execution, (4) How is the immediate impact of inspiration on representative execution, (5) How is the immediate impact of hierarchical citizenship conduct on worker execution, (6) How is the aberrant impact of representative responsibility on worker execution through Organizational Citizenship Behavior, (7) How is the circuitous impact of inspiration on worker execution through Organizational Citizenship Behavior, (8) How is the backhanded impact of worker responsibility (X1) and representative inspiration together on worker execution through Organizational Citizenship Behavior.The examination objective to be accomplished is to decide the extent of the impact of representative responsibility and inspiration on worker execution through hierarchical citizenship conduct, segmentally and at the same time. The aftereffects of this study are supposed to add to the field of human asset information, particularly with respect to representative responsibility, inspiration, hierarchical citizenship conduct, and worker execution.

II. Review of Literature
2.1 Employee Commitment

A commitment profile has substantial temporal stability and trusts it positively predicts membership in a more desirable commitment profile (Kam, 2016). Representatives foster various understandings of and reactions to change contingent upon their level in the association comparative with top administration. Subsequently, one could anticipate that representatives' responsibility should change to be impacted by their progressive vicinity to the Top Management Team (Hill, 2012).

Employee commitment to organizational change is very important in encouraging support for the company's sustainability goals (Pellegrini, 2018). In organizations that keep on taking part in HRD mediations for worker advancement; issues like low degrees of representative responsibility, representative commitment, and worker aim to remain are the greatest difficulties (Uraon, 2018). Companies must strive for the achievement of employee commitment and internal integration because they reinforce each other (Alfalla-Luque, 2015).

Chiefs should guarantee that interior parts of the executives, like inside correspondence and worker responsibility, are considered for the fruitful execution of new administrations (Sanchez-Hernandez, 2011). The boss' apparent drive completely intercedes the positive connection among ability and emotional and regularizing obligation to change. (Neves, 2011). There is still a need to better understand where and how employee attitudes affect customer satisfaction (Conway, 2015).

In proficient administrations firms, HR rehearses advance an elevated degree of hierarchical responsibility basically and most frequently through their effect on proficient responsibility and that HR rehearses related with adaptable work configuration are fundamental in finding some kind of harmony between representatives' obligation to the association and obligation to their calling (Jørgensen, 2015). Meanwhile, emotional labor harms employees' work-life balance and job satisfaction, both of which encourage their commitment (Hofmann, 2017).

The company climate is also very important. The forces of climate moderate the relationship between individual cooperation and perceptions of innovation, and commitment (van Vianen, 2011). Worker status will influence the responsibility of a representative. In value-based agreements, laborers trade unwaveringness and obligation to professional stability, under social agreements, laborers trade execution for nonstop learning, attractiveness, and future employability (Enache, 2013). Welfare will be a concern related to employee commitment because employee welfare also positively moderates (strengthens) employee satisfaction and commitment reactions to employee performance (Sharma, 2016).

Work environment culture is quite possibly of the greatest variable that foster representative responsibility, commitment, and occupation fulfillment. This initiative helps companies increase job satisfaction and create a healthy work environment (Brunges, 2014). Four Approaches to overseeing workers create representative obligation to the association and accomplish worker consistence with the standards, which brings about four

methodologies overseeing workers: trained administration, reinforced administration, half and half administration, and unstructured administration (Su, 2018).

As per the three-part model, responsibility can be described by three unmistakable attitudes: the craving to stay with the association (full of feeling responsibility: AC), the commitment to stay (regulating responsibility: NC), and the apparent expense of leaving (continuation responsibility: CC). The connection between every essential outlook and different factors shifts as an element of the strength of the other two mentalities (Meyer, 2018).

2.2 Motivation

Motivation is a method that begins with physiological or psychological deficiencies or interests that reinforce behavior (Fred Luthans, 2011), the depth and direction of behavior, and the elements that influence people to behave in a certain style (Armstrong & Taylor, 2014). The background behind why company managers pay so much attention to motivation are (1) Associating with the organization, (2) Surviving in the organization, (3) Cohesion in the workplace, (4) Carrying out Organizational Citizenship Behaviors (OCB), and (5) Helping others (Kinicki & Fugate, 2016).

Components that have an impact on employee motivation to improve performance are (1) *Job Security,* (2) Rewards, (3) Supplementation, (4) Salary and Wages*, and* (5) Promotion (Zameer et al., 2014). In addition, decent remuneration, developing training, free, efficient communication, and a supportive and healthy work area (Anyim et al., 2012). Motivation can lead to good job satisfaction, and lasting advancement in individual performance (Gîlmeanu, 2015).

The advancement of representative execution isn't simply connected with genuine abilities, however the level of inspiration that is addressed by every individual. The role of active management in employee motivation for organizational sustainability (EK & Mukuru, 2013). Improved performance is achieved if employees are extrinsically and intrinsically motivated (Hee et al., 2016). The sense of making a difference and the appreciation given will vent their wants and needs as employees (Uzonna, 2013).

2.3 *Organizational citizenship behavior*

In the service industry, customer interaction occupies a significant proportion of service delivery, and employees who deal with customers must maintain positive attitudes and behaviors to achieve customer satisfaction (Tang, 2012). Organizational Citizenship Behavior (OCB) is interpreted as a useful individual employee's discretionary character (Dekas, 2013).

Individual commitment can possibly make sense of individual working in the working environment since it reflects how people see themselves as well as other people, which thusly impacts their thought process about and act towards others in the work environment (Richards, 2011). Employees can increase their work engagement and performance through job creation (Tims, 2015).

OCB benefits service by reinforcing organizational values of the good employee syndrome, willingness to serve customers, and strengthening the overall service ethos (Vigoda-Gadot, 2012). In an association, paying forward is a kind of hierarchical citizenship conduct (OCB) that happens when authoritative individuals help outsiders since they are helped. Showing proactive kindness or compensating a standing can keep a summed up arrangement of correspondence (WE Baker, 2014).

Perceived organizational support is positively related to *Organizational Citizenship Behaviors* (Sulea, 2012). For affiliative organizational citizenship behavior, the highest levels occur when empowering leadership behaviors and organizational support climate are high. In contrast, to take over, the highest level occurs when the empowering leadership behavior is high but when the organizational support climate is low (Li, 2017).

Associations completely interceded the connection between representative situated HRM and worker OCB, HRM help of general CSR straightforwardly affects representative OCB. Interestingly, lawful consistence HRM doesn't influence representative OCB straightforwardly, or by implication through hierarchical ID (Newman, 2016). The relationship between OCB and outcomes is more complex than initially thought and that boundary conditions may apply to conclusions drawn about OCB outcomes (Bergeron, 2013).

The connection between moral environment and OCB together at the undertaking level is directed by the impact of environment. All the more explicitly, the connection between relationally coordinated moral environment and aggregate OCB and between hierarchically coordinated moral environment and aggregate OCB is more articulated when environment power is high than when it is low (Shin, 2012). Otherworldly

authority builds the characteristic worth and importance of work and understands participation in the association, assisting them with showing helpful authoritative citizenship ways of behaving and upgrade the organization's upper hand (C. Chen, 2012).

2.4 Employee Performance

Execution The presentation worth of a progression of laborer ways of behaving that contribute decidedly or adversely, to the finish of organization objectives (Colquitt et al., 2015). Execution, for example, the adequacy of line supervisors in rehearsing HRM in the working environment, and surveyed concerning representative fulfillment with this execution (Bos-Nehles, 2013). Employee performance is the results achieved for the achievements made in the work unit (J., 2014). The highest performance related to human resource systems (Muhammad Aleem, 2012) occurs at lower levels in the organization leading to an increase as measured by employee work results. (Carter, 2013).

Evaluation of work results determines whether a worker is good or bad in completing his work (George & Jones, 2012). Employees perform well if the achievement of goals and targets can be achieved efficiently (Khan, 2015). Good performance can be said as an extra effort made using the competencies possessed to achieve organizational goals (Ciobanu, 2019). High-skill frontline employees need to be retained by service companies to maintain customer-based services (Afsar, 2018). Initiative, and proactive customer-oriented engagement are needed (M. Chen et al., 2017).

Job descriptions and service procedures are formalized as a reference for service performance (Raub, 2012). Job behavior is directly related to one's task performance (Devonish, 2013), where sustainable performance practices will have an impact on high performance compared to compliance-based completion (Blackman et al., 2017). The effectiveness of human resources as a result of both vertical and horizontal matches will result in performance (Han et al., 2016). Innovative behavior has an impact on job performance (Kim & Koo, 2017), while service performance is influenced by the quality of co-worker relationships (Menguc et al., 2016). Human resource practices have a substantial effect on individual and company performance (Jiang, 2012). Cash rewards leading to good performance penetrate the consequences of distress that employees choose (Presslee, 2013).

Currently, knowledgeable consumers need service performance (Cho et al., 2016) which can be met by direct lectures to employees about brand information (T. Baker, 2014). The lack of organizational authenticity that is promised to employees and customers results in lower performance (Cording et al., 2014), but job performance is influenced by transformational leadership (Buil et al., 2019). Enterprise software develops task performance and employee innovation and employee empowerment (Fernandez, 2013). Building exploration and exploitation behavior among subordinates will create an innovative performance (Zacher et al., 2016), so leaders need to give interest to employee skills (Hausknecht, 2013). High social support can be seen from coworkers who help complete work tasks (Turner, 2012). The creation of supervision operating in the service industry will bring up employee performance (Jian, 2012).

Factors that influence representative execution are (1) Organizational culture, (2) Employee relations environment, (3) People, (4) Structure, (5) Size, (6) Technology and work practices, and (7) External climate (Armstrong, 2009), (8) Individual talent, (9) Degree of effort devoted, (10) Organizational support received (Robert L. Mathis, 2011), (11) *Training*, (12) Compensation, (13) Motivation, (14) Work Environment, (15) Stress, (16) Emotional Intelligence and Capacity Building, (17) Leadership, and (18) Administrative Practices (Bajwa, 2016), and (19) Communication (Muda et al., 2014).

III. Research Method

This type of research is causal research with quantitative methods. The object of this research is PT. Bank Mega Manado Area, which is engaged in the banking sector spread across the provinces of North Maluku, Gorontalo, and North Sulawesi. The population of this research is 185 employees of PT. Bank Mega Area Manado, with a sample of 64 employees taken using the Slovin formula with a margin of error of 10%. The sampling technique used proportionate random sampling considering the distribution of the office network in 3 provinces and 6 cities. The data collection technique used an online questionnaire with a 5-point Likert scale (strongly agree, agree, hesitate, disagree, strongly disagree) with 48 questions. The research diagram model can be described:
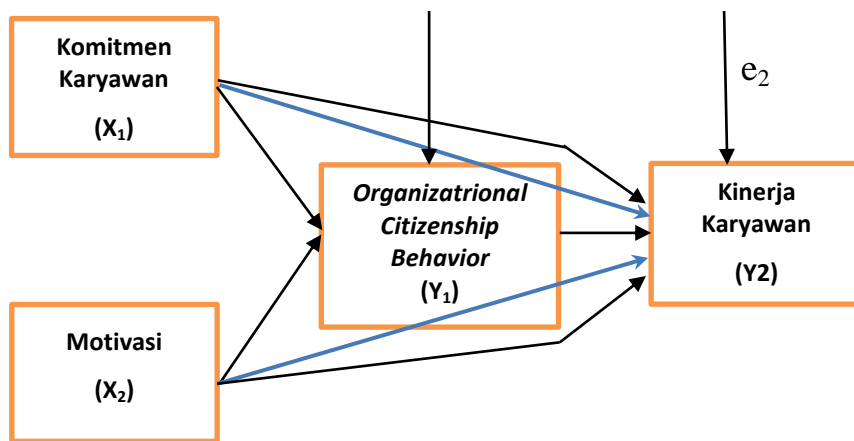
Statistical analysis techniques in this study apply path analysis (path analysis) with *software* SPSS version 2.4 The analysis applied is Simultaneous Regression Analysis and Partial Regression Analysis.

IV. Results and Discussion

Based on responses from 64 respondents, all of the respondents were employees of the branch office network in the working area of PT. Bank Mega, Tbk which is applied as a tool to examine and present visualizations related to the variables of employee commitment (X_1), motivation (X_2), citizenship behavior (Y_1) and employee performance (Y_2) in this study. The results of data processing from the employee commitment variable (X_1) are:

Table 1 : Results of the Employee Commitment Variable Measurement (X_1)
PT. Bank Mega, Tbk

Opinion Respondents	Value	Total Answers Respondent	Table Value	Weight Value
Strongly Agree	5	474	2370	86.34%
Agree	4	71	284	10.35%
Doubtful	3	29	87	3.17%
Disagree	2	2	4	0.14%
Strongly Disagree	1	0	0	0%
Total			**2745**	**100%**

Source: processed data

The table above shows that the representative responsibility variable (X1) comprises of 9 inquiries with a score of 1 to 5. The consequences of the appraisal in light of the table above make sense of that 86.34% depict firmly concur, 10.35% make sense of concur, 3.17% express uncertainty, 0.14% audit deviate, and 0% state unequivocally clash.

The results of data processing from the motivation variable (X_2) are as follows:

Table 2 : Results of the Measurement of Motivation Variable (X_2)
PT. Bank Mega, Tbk

Opinion Respondents	Value	Total Answers Respondents	Table Value	Weight Value
Strongly Agree	5	469	2345	86.31%
Agree	4	61	244	8.99%
Doubtful	3	38	114	4.19%
Disagree	2	6	12	0.44%
Strongly Disagree	1	2	2	0.07%
Total			**2717**	**100%**

Source: processed data

The table above shows that the motivation variable (X_2) consists of 9 questions with a score of 1 to 5. The calculation results based on the table above illustrate that 86.31 % expressed strongly agree, 8.99% said to agree, 4.19% said doubtful, 0.44% expressed disagree, and 0.07% stated strongly disagree.

The results of data processing from the citizenship behavior variable (Y_1) are as follows:

Table 3 : Measurement Results of the Citizenship Behavior variable (Y_1)
PT. Bank Mega, Tbk

Opinion Respondents	Value	Total Answers Respondent	Table Value	Weight Value
Strongly Agree	5	275	1375	88.82%
Agree	4	38	152	9.82%
Uncertain	3	7	21	1.36%
Disagree	2	0	0	0%
StronglyAgree	1	0	0	0%
Total		320	**1548**	**100%**

Source: processed data

The table above shows that the citizenship behavior variable (Y_1) consists of 5 questions with a score of 1 to 5. The results of the assessment based on the table above show that 88.82% said strongly agree, 9.82% expressed agree, 1.36% explain doubtfully, 0% disagree, and 0% describe strongly disagree.

The results of data processing from employee performance variables (Y_2) are as follows:

Table 4 : Results of Measurement of Employee Performance Variables (Y_2)
PT. Bank Mega, Tbk

Opinion Respondents	Value	Total Answers Respondent	Table Value	Weight Value
Strongly Agree	5	616	3080	84.76%
Agree	4	107	428	11.78%
Doubtful	3	39	117	3.21%
Disagree	2	3	6	0.17%
Strongly Disagree	1	3	3	0.08%
Total		768	**3634**	**100%**

Source: processed data

The table above shows that the employee performance variable (Y_2) consists of 12 questions with a score of 1 to 5. The measurement results based on the table above show that 84,76% stated strongly agree, 11.78% agreed, 3.21% expressed doubt, 0.17% stated disagree, and 0.08% stated strongly disagree.

Data Validity Test
Research instruments can be described as valid (accurate) for research if they have a validity value greater than or equal to 0.3. The results show that the variables of employee commitment (X_1), motivation (X_2), citizenship behavior (Y_1), and employee performance (Y_2) have valid criteria for all question items with a significance value greater than 0.3.

Data Reliability Test
The results show that from the answers to the questionnaire 9 (nine) questions on the employee commitment variable (X_1), 9 (nine) questions on the motivation variable (X_2), 5 (five) questions on the citizenship behavior variable (Y_1) and 12 (twelve) items of employee performance variable questions (Y_2), can be said to be reliable. This is because Cronbach's Alpha value is obtained based on the table above where the total value is more than 0.60.

The Structural Equations
The results of structural equations in path analysis in this study can be seen in the following table:
Table 5 : Results of Structural Equations Model 1

Coefficients

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Correlations Zero-order	Partial	Part	Collinearity Statistics Tolerance	VIF
1 (Constant)	8,711	1,511		5,764	,000					
Employee Commitment	174	,061	,360	2,865	,006	,771	,344	,208	,334	2,998
Motivation	,189	,047	,503	3,995	,000	,797	,455	,290	,334	2,998

a. Dependent Variable: Citizenship Behavior
Source: SPSS Output Version 26.0

Structural Equation Model 1.
$Y_1 =_{y1x1}X_1 +_{y1x2}X_2 + \in_1$
Citizenship Behavior = 8,711 + 0.174*Employee Commitment + 0.189*Motivation + 1$_{Table}$

Table 6 : Results Test Model 1
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	115,102	2	57,551	64,240	,000[b]
	Residual	54,648	61	,896		
	Total	169,750	63			

a. Dependent Variable: Citizenship Behavior
b. Predictors: (Constant), Motivation, Employee Commitment
Source: SPSS Output Version 26.0

Based on table 5 above, shows that hypotheses 1 and hypothesis 2 are clear that employee commitment and motivation have a direct effect on citizenship behavior. Based on table 6, it is obtained that the statistical F value is 64.240 with a significance value of 0.000 less than 0.05, so it can be concluded that the model is good and can be used for further analysis.

Table 7 : Results of Structural Equations Model 2
Coefficients

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Correlations Zero-order	Partial	Part	Collinearity Statistics Tolerance	VIF
1 (Constant)	4,178	5,162		,809	,421					
Employee Commitment	,679	,207	,420	3,280	,002	,777	,387	,242	,334	2,998
Motivation	,553	,162	,438	3,420	001	,780	,401	,253	,334	2,998

a. Dependent Variable: Employee Performance
Source: SPSS Output Version 26.0

Structural Equation Model 2.
$_{2=} y2x1_X1_+ y2y1_X 2_+ y2x2_+ 2$ *Employee*$_2$
*Performance = 4.178 + 0.679*Employee Commitment + 0.553*Motivation +*$_Y$

Table 8 : Test Results of Model 2
ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1067,197	1	1067,197	78,050,000	847,741[b]
	Residual	13,673	62	1914,938		
	Total		63	a		

. Dependent Variable: Employee Performance
b. Predictors: (Constant), Citizenship Behavior

Source: SPSS Output Version 26.0

Based on table 7 above, shows that hypotheses 3 and hypothesis 4 proven that employee commitment and motivation have a direct effect on employee performance. Based on table 8, the statistical F value is 78.050 with a significance value of 0.000 less than 0.05, so it can be concluded that the model is good and can be used for further analysis.

Table 9 : Test Results of Model 3
Coefficients

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Correlations Zero-order	Partial	Part	Collinearity Statistics Tolerance	VIF
1 (Constant)	-3,866	6,880		-,562	,576					
Citizenship Behavior	2,507	,284	,747	8,835	,000	,747	,747	,747	1,000	1,000

a. Dependent Variable: Employee Performance

Source: SPSS Output Version 26.0

Based on table 9 above, shows that hypothesis 5 is proven that citizenship behavior has a direct impact on employee performance.

Table 10 : Test Results of Model 4
Coefficients

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Correlations Zero-order	Partial	Part	Collinearity Statistics Tolerance	VIF
1 (Constant)	Commitment	Employee		8,432 1,492 5,653 ,000	128					
,	,	065	,266	1,988	,051	,771	,249	,142	,284	3,527
Motivation	,152	,051	,404	3,000	,004	,797	,361	,214	,280	3,573
Employee Performance	,067	,037	,224	1,814	,075	,747	,228	,129	,333	3,004

a. Dependent Variable: Citizenship Behavior

Source: Output SPSS Version 26.0

Table 11 : Model Test Results 5
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	117,944	3	39,315	45,533	,000[b]
	Residual	51,806	60	863		
	Total	169,750	63			

a. Dependent Variable: Citizenship Behavior
b. Predictors: (Constant), Employee Performance, Employee Commitment, Motivation

Source: SPSS Output Version 26.0

Based on table 10 above, indicates that hypothesis 6 is not proven that employee commitment does not have an indirect effect on employee performance through citizenship behavior. While hypothesis 7 is proven that motivation has an indirect effect on employee performance through citizenship behavior. Based on table 11, it was found that the F statistic value of 45.533 with a significance value of 0.000 less than 0.05, it can be concluded that hypothesis 8 is proven jointly that employee commitment and motivation have an indirect effect on employee performance through citizenship behavior.

V. Conclusion

Responsibility and inspiration of workers of PT Bank Mega. Tbk Manado region straightforwardly affects authoritative citizenship conduct, it tends to be deciphered that on the off chance that the responsibility and inspiration of representative's increments, hierarchical citizenship conduct additionally increments. Representative responsibility and inspiration straightforwardly affect worker execution, it very well may be deciphered that assuming representative responsibility and inspiration increment, it is trailed by an expansion in representative execution.

Organizational citizenship behavior and employee commitment have a direct influence on employee performance. This means that OCB can simply be said to be like individual behavior that starts from his sincerity to make contributions beyond his core role or task. Employee commitment to employee performance through organizational citizenship behavior has no mediating effect.

Motivation on employee performance through organizational citizenship behavior has a mediating effect, it can be interpreted that there will be an increase in employee performance if there is an increase in motivation and organizational citizenship behavior.