

## THE ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR, TEAMWORK, AND ORGANIZATIONAL SUPPORT IN IMPROVING EMPLOYEE PERFORMANCE

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### ABSTRACT

This study aims to determine the influence of Organizational Citizenship Behavior, teamwork, and organizational support in improving employee performance at SMP Negeri 39 Semarang. The population used was all employees of SMP Negeri 39 Semarang with a total of 48 people. The sampling technique used the census, so the sample size used was 48 respondents. The data source used is primary data, with data collection methods using questionnaires. The data analysis technique used is multiple linear regression analysis. The results showed that the role of OCB had a positive and significant effect in improving employee performance, teamwork had a positive and significant effect in improving employee performance and organizational support had a positive and significant effect in improving employee performance. The managerial implication is that employees should be willing to complete tasks outside of their main duties, be cooperative in their work, be open, and prioritize togetherness in the organization.

**Keywords:** Organizational Citizenship Behavior, Teamwork, Organizational Support, Employee Performance.

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### INTRODUCTION

Human resource performance in organizations is divided into two, namely in-role performance and extra-role performance (Sulistyowati & Yuwono, 2014). In-role performance shows the employee's ability to carry out work according to the description. Extra role performance is employee performance demonstrated by behavior that exceeds their job. As a public organization, the organization's achievements can be seen from the performance of its employees. Preliminary studies show that employee performance achievements at SMP Negeri 39 Semarang have not been able to meet targets, and achieving performance targets has not been optimal. Various kinds of obstacles by individuals and groups impact employee performance achievements that are not as expected. Data shows that employee performance in 2019-2021 experienced fluctuating increases and decreases.

This study contributes to revalidating Organizational Citizenship Behavior (OCB), teamwork, and organizational support's positive role in employee performance. Development of management science, especially in the field of human resource management. OCB is voluntary behavior carried out by employees to help achieve organizational goals. OCB involves several behaviors of helping others, helping co-workers, volunteering for extra tasks,

and obeying workplace rules and procedures. This behavior illustrates that employee-added value is prosocial behavior.

Teamwork is a system of combining the work of a group which is supported by various skills with clarity of purpose, and is also supported by leadership and communication to produce higher performance than individual performance (Siregar et al., 2020). According to Siagian (2020), in a team, team members hold each other's hands, forming soul bonds, and developing each other's imagination and creativity. Rama and Asdi (2023) define teamwork as a form of collaboration within a group that must be organized and managed well.

The organizational support factor means that every employee feels the need as a manifestation of the organization's appreciation for him (Mostafa et al., 2017). Organizations provide a form of support in the hope that an employee can have superior skills at work and be able to improve the balance of goals between the person and the organization (Prabu & Wijayanti, 2016). Support and appreciation are one of the most important aspects for employees in an organization (Ashar et al., 2019).

Several studies show that there are still inconsistencies regarding the role of OCB, teamwork, and organizational support in improving employee performance. Studies by Ilmih (2018), explain that OCB has a positive and significant effect on improving employee performance. On the other hand, Kholifah (2021), stated that OCB has a positive and insignificant effect on improving employee performance. Furthermore, Kojongian et al (2021), Ibrahim et al (2021), and Devi et al (2022) concluded that teamwork has a positive and significant effect on improving employee performance. Karlinda et al (2022) and Umihastanti (2022) explain that organizational support has a positive effect on employee performance. On the other hand, Tombokan et al (2019) found that organizational support had no significant effect on improving employee performance.

Based on the description, the purpose of this study is to determine the influence of OCB, teamwork, and organizational support in improving employee performance. This study can contribute to theories regarding organizational citizenship behavior, teamwork, organizational support, and employee performance.

## **LITERATURE REVIEW**

### **Hypotheses Development**

#### **Organizational Citizenship Behavior and Employee Performance**

Performance is an ability that is supported by high motivation and can influence diversity in the form of better work productivity or individuals becoming more productive (Wibowo & Saputra, 2017). According to Hasibuan & Bahri (2018) performance is the real behavior displayed by each person as a work achievement produced by employees by their role in the company.

To get good performance from employees, several factors influence employee performance, including effectiveness, efficiency, authority, responsibility, and discipline (Alvira & Arif, 2022). According to Yayuk and Sugiyono (2019), what influences performance are work quality, work quantity, work efficiency, cooperation, discipline, loyalty, background, and skills. OCB has an important role in improving employee performance. The research results of Fadhillah et al. (2019), Ilmih, (2018), and Manafe, et al (2022) show that OCB has a positive and significant impact on improving employee performance. Based on this description, the first hypothesis proposed is:

H1: Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance.

### Teamwork and Employee Performance

Teamwork is a form of commitment from an employee which is shown by his participation to involve more roles, and care, which are combined to the maximum. Setiawan, (2018) said that teamwork is an activity carried out by a group of workers who function as one unit, usually almost without supervision, to carry out tasks, functions, and activities related to work. This is reinforced by the research results of Haryanto (2015), and Ibrahim, et al. (2021) stated that the role of teamwork has a positive and significant effect in improving employee performance. Based on this description, the second hypothesis proposed is:

H2: Teamwork has a positive and significant effect on employee performance

### Organizational Support in Improving Employee Performance

Organizational support is the process by which individuals organize and interpret their sensory impressions to provide meaning to their environment. Organizational support is seen as very important for employee behavior (Umihastanti & Frianto, 2022). The results of research by Ashar & Murgianto (2019), Supriadi et al (2021), state that organizational support given by superiors to employees can reflect a sense of caring and personally an employee will feel appreciated for their work. This is reinforced by Siregar & Pasaribu (2022) states that organizational support has a positive and significant effect on employee performance. Based on this description, the third hypothesis proposed is:

H3: Organizational support has a positive and significant effect on employee performance

The conceptual framework of this study can be shown at Figure 1.

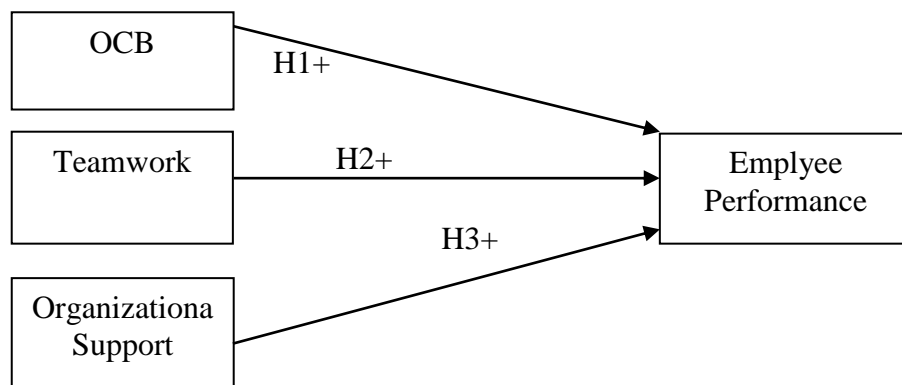


Figure 1. Research Framework

## RESEARCH METHODS

### Sample

The population used in this research were all employees who worked at SMP Negeri 39 Semarang with a total of 48 employees. Considering that the population in this study is only 48 employees, the entire population will be used as the research sample, with the sampling technique in this study using the census.

### Measure

Organizational Citizenship Behavior (OCB) is prosocial behavior, which is positive, constructive, and helpful beyond the employee's main duties, and has a positive impact on the work environment. In this study, OCB is operationalized with altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Teamwork is a system of combining group work

that is supported by various skills with clarity of goals, tasks, leadership, and communication. Teamwork is operationalized with indicators: same goal, enthusiasm, clear roles and responsibilities, conflict resolution, and effective communication. The organizational support provided by superiors to employees can reflect an employee's sense of concern and will feel appreciated for their work. Indicators of organizational support include justice factors, support from superiors, rewards from the organization, and working conditions. Performance is the result of work in terms of quality and quantity achieved by an employee. Employee performance is expressed in indicators of work quality, punctuality, initiative, ability, and communication

**Data analysis**

The data analysis in this study consists of validity tests, reliability measurements, classic assumptions, and multiple linier regressions.

**RESULT AND DISCUSSION**

**Result**

Table 1 shows more respondents were women than men, most are over 50 years old, has experience for 0-5 years with the number of 15 people (31.3%), meanwhile employee Work for 6-10 years and 16-20 years each totaling 5 people (10.4%). This matter show that respondent already walk with more productive.

Table 2 shows that from the results of the validity test, it is known that all the indicator variables used have a calculated r value greater than the r table ( $r_{\text{calculated}} > 0.361$ ), so all indicators for each research variable can be said to be valid. The results of the reliability test show that all variables have a Cronbach's alpha value greater than 0.70, so it can be said that all measuring concepts for each variable are reliable.

The results of the classical assumption test show that there are no symptoms of multicollinearity, there is no heteroscedasticity, and the data is normally distributed. Furthermore, R Square is 0.650 with F statistics of 0.000 and smaller than 0.05. These results can be concluded if the resulting regression model is fit, significant, and suitable for use. The results of the regression test show a confidence level of 95% with t-statistic greater than 1.96 or a significance level of 5% for the three influences so that H1, H2, and H3 can be accepted (Table 3).

**Table 1.** Identity of Respondent

Characteristic	Amount	Percentage	Characteristic	Amount	Percentage
Gender			Experience		
Man	15	31.3	0-5 Years	15	31.3
Woman	33	68.8	6-10 Years	5	10.4
Age			11-15 Years	-	-
21-30 Years	11	22.9	16-20 Years	5	10.4
31-40 Years	9	18.8	21-25 Years	6	12.5
41-50 Years	3	6.3	26-30 Years	10	20.8
51-60 Years	25	52.1	>30 Years	7	14.6
Education					
Diploma	3	6.3			
Bachelor	41	85.4			
Postgraduate	4	8.3			

**Table 2.** Validity and Reliability Test Results

Variable	r-count	Cronbach Alpha
Organizational Citizenship Behavior	0.719, 0.697, 0.672, 0.674, 0.661	0.759
Teamwork	0.710, 0.802, 0.722, 0.774, 0.788	0.814
Support Organization	0.741, 0.912, 0.869, 0.862	0.865
Performance Employee	0.783, 0.907, 0.711, 0.800, 0.870	0.873

**Table 3.** Hypothesis Result

Hypothesis	Coefficient	t-statistic	p-value
Organizational Citizenship Behavior (OCB) toward Employee Performance	0.368	1.086	0.000
Teamwork toward Employee Performance	0.276	2.534	0.002
Support Organization toward Employee Performance	0.310	2.550	0.004

Note = R Square = 0.650, F = 27.207, Sig. = 0.000

## Discussion

The results of the study show that the higher levels of Organizational Citizenship Behavior (OCB) can be one of the considerations in assessing the formed in the SMP Negeri 39 Semarang institution. This indicates that an increase in employee performance can be achieved if the existence of within each employee in a government agency can support the performance of each employee. The role of OCB can be a character pattern that views work as an important part of their life, even though the work is not the responsibility of the employee, they will still be willing to complete the work to completion. OCB provides a feeling of comfort and conduciveness so that it can enable employees to work more optimally. These results support the research results of Ilmih (2018), Kholifah, (2021), Nisa et al. (2018), Kristiawan et al. (2020), Rosidi et al. (2018), and Manafe, et al (2022) which stated that the role of OCB has a positive effect on employee performance.

The results show that teamwork that occurs can be a factor that has a very important role in improving employee performance. This indicates that employees have a high level of work involvement and always collaborate to complete the work assigned. Therefore, teamwork can improve employee performance. These results support the research results of Kandouw (2021), Kojongian, et al. (2021), Khusuma & Sutanto (2018), Rama & Asdi (2023), and Devi, et al. (2022) who stated that teamwork has a positive and significant effect on employee performance.

The latest results show that organizational support given to each employee can be a factor that has an important role in improving employee performance. This indicates that organizational support will improve employee performance. Therefore, the organization always provides full support to every employee so that their performance is better and optimal. These results support the results of research from Permana & Mujanah (2019), Tombokan, et al. (2019), Rahayu (2020), and Karlinda, et al. (2022) which state that organizational support has a positive and significant effect on employee performance.

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the research results, it can be concluded that the importance of the role of Organizational Citizenship Behavior (OCB), teamwork, and organizational support in

improving the performance of employees at SMP Negeri 39 Semarang. The role of OCB in employees creates a work atmosphere that is increasingly comfortable, safe, conducive, and enjoyable for employees in the agency environment. Good teamwork between employees in an agency results in the performance produced by employees. With good organizational support, the resulting performance will increase.

### **Managerial Implications**

To improve performance, employees need to be willing to complete tasks outside their main duties to prioritize the interests of the organization. It is necessary to increase cooperative behavior, especially in work and resolving conflicts when conflicts occur. An open attitude of stakeholders in terms of division of tasks by promoting togetherness in a working group and organizational support.

### **Limitation and Futher Research**

Limitations require critical assessment and interpretation of their research impact. The recommendations are based on conclusions and refer to practical actions and the possibility of future research development.

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