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The antecedents of employee's performance: case study of Nahdlatul Ulama University of Surabaya, Indonesia

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Abstract. The success of an organization in achieving its goals is not separated from the existence of creative and quality Human Resources (HR). Employee participation in doing the best for the organization's success. Human resources are a determining factor in carrying out good work to achieve organizational goals for the better. The purpose of this study was to identify the influence of Organizational Citizenship Behavior (OCB) on employee performance with job satisfaction as a mediating variable. The sample in this study were 70 permanent employees of the education administration of the Nahdlatul Ulama University in Surabaya, using total sampling techniques. This research is quantitative, in collecting data by distributing questionnaires then analyzed using method Partial Least Square (PLS) with SmartPLS 2.0 software. The results showed that Organizational Citizenship Behavior (OCB) had a significant direct effect on employee performance and job satisfaction, and job satisfaction had a significant direct effect on employee performance. This study also shows that job satisfaction can mediate the influence of Organizational Citizenship Behavior (OCB) on partial employee performance.

1. Introduction

One of organization that involves a large number of human resources is educational institutions such as universities. More and more universities are now easily found anywhere, especially private universities including Surabaya, East Java. This competition makes universities demanded to improve and maintain the quality that is in the organization, and like what has been mentioned before, one of the important elements is human resource.

An organization's progress requires employees who are able to do more than their usual tasks, where employees provide performance that exceeds the expectations targeted by their superiors [1]. Employees who are willing to do more than just their main tasks, or tasks that are not listed in their job descriptions, are termed Organizational Citizenship Behavior (OCB) behavior. Organizational Citizenship Behavior (OCB) is behavior carried out by an employee that exceeds formal work obligations, but has a good impact because it supports organizational effectiveness. Individuals who show Organizational Citizenship Behavior (OCB) have better performance and receive higher performance evaluations from their organizations [2].

When Organizational Citizenship Behavior (OCB) behavior carried out by Unusa permanent employees can produce good employee performance so that the organization will run smoothly. OCB behavior on employees produces good employee performance, because the work can be completed on time, and there is good teamwork. OCB had a significant positive effect on employee performance. This illustrates that the better the behavior of OCB, the employee will show the best performance [3].

Based on interviews with several Unusa employees about Organizational Citizenship Behavior (OCB), it is known that there are employees who are willing to do OCB and some are less willing. Employee A is willing to do OCB because they feel responsible for their work, and feel that if they help



each other in completing shared tasks, the work can be completed well and on time. Employee B does not do OCB because of the influence of jealousy towards fellow employees, because there is an employee who does not do a good job but he gets a bigger salary than employee B. Employee C sometimes does OCB because of other motivating things such as incentives provided can after doing the work, and if there is no incentive then employee C will not do OCB.

Based on field observations, the lack of OCB in Unusa employees is seen when there is an event that is done part A, employees in part B and others do not want to help with a reason that the activity is not the task of Part B. The desire to get rewards or rewards material and non-material such as better salary or income, career and position. Some people do insincere work by just looking for a name, in front of the leader as if it were the work he was doing basically it was the work of other employees under him who worked hard but were never seen.

Problem research interest in Organizational Citizenship Behavior (OCB) at Unusa was based on the consideration of the importance of OCB in influencing the effectiveness and efficiency of team and organizational work, thus contributing to overall organizational productivity. In addition to these considerations, through field observation showed the relatively low OCB of employees which can be seen from the lack of mutual assistance between employees and between sections, lack of employee concern for organizational performance in general or teamwork in particular, there are still some employees who complain about work.

2. Theoretical Framework

2.1 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) as behavior outside the formal requirements of work that provides benefits to the organization [4]. Organizational Citizenship Behavior (OCB) is the employee's own behavior that arises without coercion from others because they feel comfortable in the company, which naturally leads to positive behavior to carry out their work as well as possible, working beyond office hours so that work is completed quickly, happily assisting his friends in doing joint tasks [5]. According theory of OCB identified dimensions in OCB namely Altruism, Conscientiousness, Sportmanship, Courtesy and Civic Virtue [5].

2.2 Employee Performance

Performance is the achievement of organizational goals that can form quantitative and qualitative outputs, creativity, flexibility, dependability or other things that can be desired by the organization. Performance emphasis can be short-term or long-term, also at the individual, group or organizational level. Individual performance contributes to group performance which further contributes to organizational performance. In highly effective organizations, management helps create positive synergies, that is, as a whole that is greater than the sum of its parts. At any level there is no one criterion that precisely reflects performance [6].

2.3 Job Satisfaction

Job Satisfaction is a general attitude towards one's work, the difference between the amount of reward received by a worker and the amount they believe they should receive [7]. Satisfaction occurs when individual needs are met and related to the degree of likes and dislikes associated with employees; is a general attitude held by employees that is closely related to the rewards they believe they will receive after making a sacrifice. Job satisfaction, in principle, refers to one's attitude, which is the compatibility between one's expectations of something and what he really receives. Some experts put forward an understanding of job satisfaction among others as expressed which states that job satisfaction as an emotional response to work situations, which is often determined according to how

well the results achieved in meeting or exceeding expectations, and can represent several related attitudes [8].

2.4 Hypothesis

Relationship of Organizational Citizenship Behavior (OCB) to Employee Performance. Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the demands of roles at work and is rewarded by the acquisition of task performance [9]. OCB involves several behaviors including helping others, volunteering for extra tasks, complying with rules and procedures at work. These behaviors describe "employee added value" which is a form of prosocial behavior, namely positive, constructive and helpful social behavior. Organizational Citizenship Behavior (OCB) has a direct and significant influence on employee performance variables [10]. Thus it can be interpreted that OCB's increasingly strong behavior can improve employee performance in a certain period of time with agreed targets and standards. The stronger the company creates Organizational Citizenship Behavior (OCB) behavior to employees, the employee performance shown will be more optimal. Based on the explanation above: H1: Organizational Citizenship Behavior (OCB) has a significant effect on employee performance.

Relationship of Organizational Citizenship Behavior (OCB) to Job Satisfaction. Job Satisfaction is a general attitude towards one's work, the difference between the amount of reward received by workers and the amount they believe they should receive, satisfaction occurs when individual needs are met and related with the degree of liking and dislike associated with employees; is a general attitude held by employees that is closely related to the rewards they believe they will receive after making a sacrifice [11]. Organizational Citizenship Behavior (OCB) has a significant effect on job satisfaction [3]. The better OCB behaviors exhibited by employees include altruism, courtesy, sportmanship, civic virtue and conscientiousness, will increase the employee job satisfaction. Therefore: H2: Organizational Citizenship Behavior (OCB) has a significant effect on Job Satisfaction.

Relationship between Job Satisfaction and Employee Performance. Performance is the result obtained by an organization whether the organization is profit oriented and non-profit oriented which is produced during a period of time, or performance is the result of a work or process of achieving the objectives of an activity [12]. Employee job satisfaction has a significant effect on employee performance. This indicates that the more satisfied the employees are, the more employees will show their best performance [13]. Conversely, if employees are not satisfied at work, it will have an impact on declining performance. Therefore: H3: Job satisfaction has a significant effect on Employee Performance.

Relationship Job Satisfaction mediates the relationship between Organizational Citizenship Behavior (OCB) on employee performance. OCB behavior is not listed directly in the employee's job description but it is desirable because this behavior has a positive effect on the sustainability of the organization. Job satisfaction is a positive feeling or an emotional that is felt by every employee of the situation in the work environment, and satisfied with what he has obtained such as being satisfied with the condition of the work environment with friends and with superiors, a sense of respect and getting a good addition that reward or other needs obtained and can provide a sense of satisfaction that arises from the employee. Employee performance is a result of work in quality and quantity that has been achieved by an employee in doing his job properly, so that it can provide results for the company. Job satisfaction mediates partly the relationship between OCB and performance [3]. Increased OCB behavior accompanied by increased job satisfaction will be able to provide a better influence on employee performance. Based on this explanation: H4: Job Satisfaction mediates the relationship between Organizational Citizenship Behavior (OCB) on Employee Performance.

3. Research Methods

The population in this study were 70 permanent employees with a minimum service period of one year at the Nahdlatul Ulama University in Surabaya. The sample size in this study as same as the total population using a total sampling technique. Since the number of questionnaires that can be used does not meet the minimum sample requirements for SEM research techniques, this research uses an alternative analysis technique, namely Partial Least Square (PLS) which is able to accommodate a small sample. So, the number of samples used in this study was 70 samples.

4. Result

Before testing the hypothesis, the measurement validity test is performed. Based on the results of the measurement validity test, there are several measurement items that must be excluded from the research model. Based on outer loading for OCB variables consisting of ALT4, CST3, CST4, SPS2, SPS3, SPS4 and SPS 5 must be eliminated because they do not meet the cut off value of 0.5. In addition, there are several other variables whose indicators do not meet the cutoff value, namely employee performance consisting of EP3, EP4, EP6, EP9, EP10 and EP11. Similarly, for job satisfaction variables some indicators that must be eliminated are JS15 and JS17.

After testing the validity of measurements, the next step is test the reliability by looking at composite reliability scores. Composite reliability tests the reliability value between the indicator blocks of the construct that makes it up. The cutoff value of reliability is 0.7.

Table 1. Composite Reliability.

Variable	Composite Reliability
EP	0,917999
JS	0,944469
OCB	0,889326

(Source: Primary Data, 2019)

Based on the table above it can be seen that there is no value below the cutoff value. It shows that all variables meet the reliability standard.

Table 2. Hypothesis Test.

Hypothesis	Original Sample (O)	T Statistic	Result
JS->EP	0,221296	2,559114	Accepted
OCB->EP	0,708746	10,43307	Accepted
OCB->JS	0,736122	9,234184	Accepted

(Source: Primary Data, 2019)

In this path coefficient the cutoff value can be seen in the t-statistic table. If t-statistics has a value greater than or equal to 1.96 then the effect of the variable is significant, but if it is less than 1.96 it can be said that the effect of the variable is not significant. Based on hypothesis testing, it is known that all hypotheses are accepted.

5. Discussion

From the result it can be concluded that employees at Unusa have higher Organizational Citizenship Behavior (OCB) behavior, so the employee's performance shown will be more optimal with the mutual helping attitude shown by employees in working and maintaining good relations to colleagues also can provide a better employees performance. The lowest value of the Organizational Citizenship Behavior (OCB) on indicator ALT2 and SCSC2 is about when a colleague does not come to work then is happy to

help his work and employees always make a list of work plans in advance. While the lowest value of employee performance on EP5 is about doing work carefully. From the results of this research it can be concluded that the Organizational Citizenship Behavior (OCB) of Unusa employees can help coworkers well but when coworkers often do not come to work so the urgent work must be completed which make other employees help in to complete it, so that the list of work plans that have been made often neglected or not in accordance with the plan and also sometimes it makes the result is not as expected and hampered by being distracted by other work.

From the results of this study it can be concluded that employees at Unusa have Organizational Citizenship Behavior (OCB) behavior, the higher the OCB behavior carried out by employees, it will increase employee job satisfaction. Organizational Citizenship Behavior (OCB) behavior conducted by Unusa employees by showing concern for others, preventing problems with co-workers, ability to behave, caring for the survival of the organization and behavior beyond the minimum requirements that will improve employee job satisfaction. Based on these results it can be described that Unusa employees can complete their work in accordance with company procedures, and maintain good relations and help each other in completing work so as to create job satisfaction for employees in the company due to teamwork that can provide comfort and create a family atmosphere with colleagues work resulting in employee satisfaction. To increase Unusa employees job satisfaction it can be done by providing feedback so that employees are enthusiastic in working as a case to promote employees to continue higher education and to promote promotions with an objective assessment. Lack of opportunities for promotion and promotion to continue higher education can reduce employee job satisfaction.

From this it can be concluded that employees who feel satisfied in their work both in terms of the resulting work environment that is comfortable and financially received by employees in the form of salary increases and incentives provided by the company, employees are increasingly motivated by the employee will automatically give the best performance for the company. Conversely, if employees are not satisfied with what is provided by the company and the convenience of working, it will have an impact on reducing employee performance. Based on these results it can be illustrated that when Unusa employees get high levels of job satisfaction, employees will give their best performance, especially when having colleagues who can make work comfortable and establish a friendly atmosphere in the environment, it will make employees give their best performance by working as optimal as possible and cooperate with each other in achieving company success.

This research shows the results that an increase in Organizational Citizenship Behavior (OCB) behavior accompanied by increased job satisfaction will be able to provide a better influence on employee performance. When Unusa employees get satisfaction from the company as given benefits and salaries in accordance with their performance, employees will be happy and satisfied, working environment within the company, good relationships that are always established with colleagues, thereby increasing Organizational Citizenship Behavior (OCB) behavior for always give the best at work. These results, Unusa employees can be described that job satisfaction can be an intermediary between Organizational Citizenship Behavior (OCB) with employee performance because with the behavior of helping colleagues who need help and always maintaining good relations can cause satisfaction to employees so as to make employees do the job happily heart so that the performance is getting better and optimal. The higher the Organizational Citizenship Behavior (OCB), job satisfaction will also increase, because when employees feel satisfaction at work, the employee's performance will also increase.

6. Conclusion

Based on the result of the discussion, that an increase in Organizational Citizenship Behavior (OCB) behavior accompanied by increased job satisfaction will be able to provide a better influence on employee performance and. The higher the Organizational Citizenship Behavior (OCB), job satisfaction will also

increase, because when employees feel satisfaction at work, the employee's performance will also increase.

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