

WHY DOES ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AFFECT THE ORGANIZATIONAL SUSTAINABILITY PERFORMANCE OF MSMEs WITH THE ROLE INDIVIDUAL WORK BEHAVIOUR?

Saryadi Saryadi¹, Singgih Purnomo², Indra Hastuti³, Ilham Sentosa⁴
Universitas Duta Bangsa Surakarta, Indonesian ^{1,2,3}, Universiti Kuala Lumpur Malaysia⁴
*Correspondence Email : saryadi@udb.ac.id

ABSTRACT

A person's behavioural condition will affect the continuity of work and activity. This study seeks to understand how organizational citizenship behaviour will affect the organizational sustainability performance of MSMEs with the role of individual work behaviour directly or indirectly. Research with sample of 266 MSMEs is considered sufficient in a study. Data analysis is carried out through data quality tests, path analysis, statistical tests and determination coefficients equipped with Sobel tests. The results in this study show that 1) organizational citizen behaviour has a positive significant effect on individual work behaviour; 2) organizational citizen behaviour has a positive significant effect on organizational sustainability performance; 3) individual work behaviour has a positive significant effect on organizational sustainability performance; 4) individual work behaviour as an intervening of affect organizational citizen behaviour influence on organizational sustainability performance; 5) the indirect influence of organizational citizen behaviour on organizational sustainability performance through individual work behaviour is more effective than the direct influence. 6) total determination coefficient value= 0.8206. this means that 82.06% of the organizational citizen behaviour variable affects organizational sustainability performance with individual work behaviour as an intervening. other factors outside the model influence the remaining 17.94%.

KEYWORDS

Organizational Citizen Behaviour; Organizational Sustainability Performance; Individual Work Behaviour, MSMEs



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INTRODUCTION

Innovation is an important. The era of very high digital social media use greatly affects individual attitudes and behaviours. In the behaviour of citizens, it will have an impact on an organization or business. Various variables that affect the performance of MSMEs. Knowledgeable people needed an organization (Saryadi, Liss Dyah Dewi Arini, & Asri Maharani, 2023). Performance evaluation in efforts to empower human resources that need the support of various resources so that they understand the results (Saryadi & Arini, 2019).

During the Covid-19 pandemic, MSMEs are considered to be very affected so that they are seen as having a very important role in the nation's economic recovery. The tourism sector, January 2021 showed data from the creative industry, cooperatives and MSMEs, as well as foreign tourists plummeted to 89.05% compared to January 2020. BI survey shows MSMEs in Indonesia drops 87.05% due to COVID-19.

Organizational sustainability performance is a dynamic process in achieving short-term performance by paying attention to long-term performance (Fe, Lee, Ha-brookshire, & Intention, 2015). The sustainability of an organization depends on its performance. The issues of sustainability have been highlighted by the business firms in the 21st century (Chiappetta Jabbour, Fiorini, Ndubisi, Queiroz, & Piato, 2020);(Cantele & Zardini, 2018). Applying sustainable performance and transformational leadership in SMEs with 100 owners and managers in Sialkot, Pakistan (Asad, Asif, Abu Bakar, & Sheikh, 2021). Sustainability performance research in SMEs (Malesios, De, Moursellas, Dey, & Evangelinos, 2021).

Knowledgeable people will shape the behaviour of individual citizens. Citizenship behaviour in an organization has a significant influence on performance (Novitasari, Asbari, & Purwanto, 2022; Vipraprastha, Sudja, & Yuesti, 2018). Limited resources and capabilities in MSME business management are a problem in itself (Jatmiko, Udin, Raharti, Laras, & Ardhi, 2021; Mukherjee, 2018).

OCB has a significant effect on OSP with IWB as intervening. OCB and IWB between organizational learning and employee engagement in improving employee (Aboramadan, Dahleez, & Farao, 2022; Ayodeji, 2022; Mukherjee, 2018). It appears that Organizational Citizenship Behaviour (OCB) can have a significance on Organizational Structure Performance (OSP). OCB has been found to positively and significantly impact employee performance, which in turn affects OSP. However, it's important to note that the direct causal relationship between OCB and OSP remains an area of ongoing research and may vary depending on the specific organizational context.

The relationship between OCB and IWB is shown to be a significant relationship. Based on the provided search results, it is shown that there is a significant relationship. According to search result (Phung, Hawryszkiewicz, & Chandran, 2019) OCB moderates the relationship between TRL and IWB, and the moderating effect of OCB on this relationship was found to be positive and significant. Similarly, search result (Cai, Lysova, Khapova, & Bossink, 2018; Ekmekcioglu & Öner, 2024) shows that leader behaviours (such as servant leadership) are significantly related to IWB. Although not all sources show a direct relationship between OCB and IWB, the evidence suggests that leadership styles play a significant role in both OCB and IWB, indicating a potential relationship between OCB and IWB (Rohaida S & Zainal M, 2022).

RESEARCH METHOD

This research was conducted 266 respondents SMEs using an online survey instrument. SPSS version 25 software was used for data analysis. The data was tested for reliability, normality and Sobel. The analysis tool uses path analysis, statistical tests and determination coefficients.

The path analysis formula used:

$$\begin{aligned} IWB &= \beta_0 + \beta_1 OCB + \varepsilon_1 \\ OSP &= \beta_0 + \beta_2 OCB + \beta_3 IWB + \varepsilon_2 \end{aligned}$$

Note:

- IWB = Innovation Work Behaviour
- OCB = Organizational Citizenship Behaviour
- OSP = Organizational Sustainability Performance for MSMEs
- β_0 = constanta
- $\beta_1, \beta_2, \beta_3$ = Regression coefficients
- ϵ_1, ϵ_2 = Disturbance

Research Framework

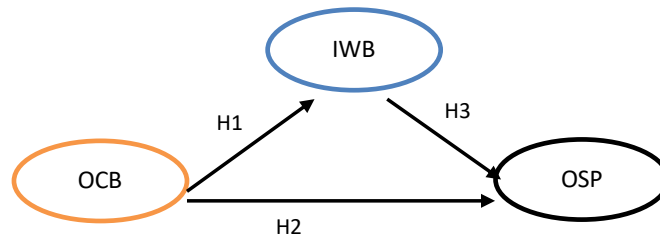


Figure 1. Research Framework

RESULT AND DISCUSSION

OCB validity

The OCB validity shown in the following figure:

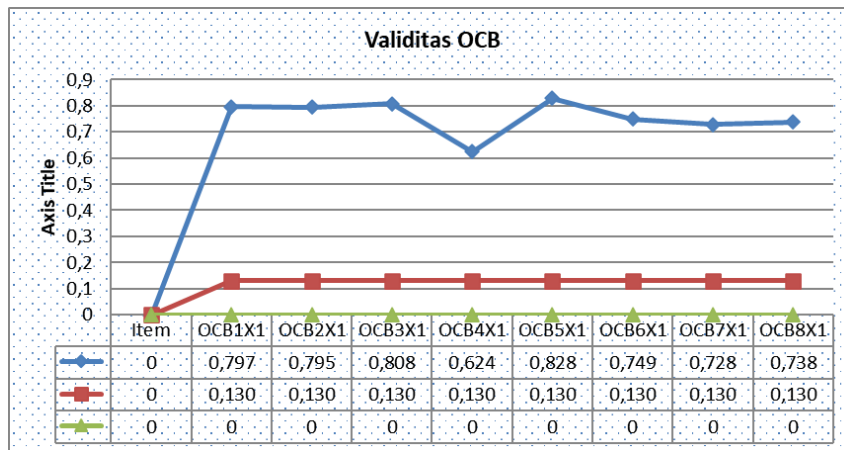


Figure 2. OCB validity test

The conclusion from the OCB validity result image is that the OCB variable statement item is valid with the r-count value of each item, namely OCB1X1=0,797; OCB2X1=0,795; OCB3X1=0,808; OCB4X1=0,624; OCB5X1=0,828; OCB6X1=0,749; OCB7X1=0,728; OCB8X1=0,738 is above r-critical = 0,130.

IWB Validity

The IWB validity shown:

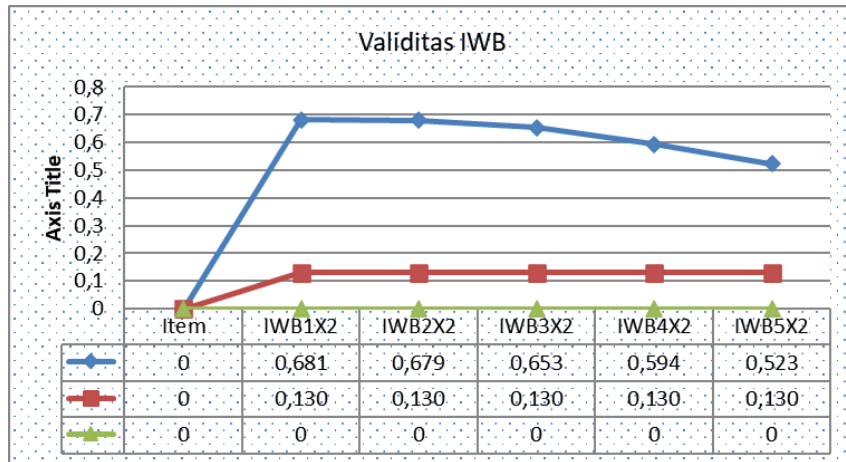


Figure 3. IWB validity test

The conclusion of the IWB validity result image, namely the IWB variable statement item is valid with the r-calculation value of each item, namely IWB1X2=0.681; IWB2X2=0.679; IWB3X2=0.653; IWB4X2=0.594; IWB5X2=0.524 is above r-critical = 0.130.

Validities OSP

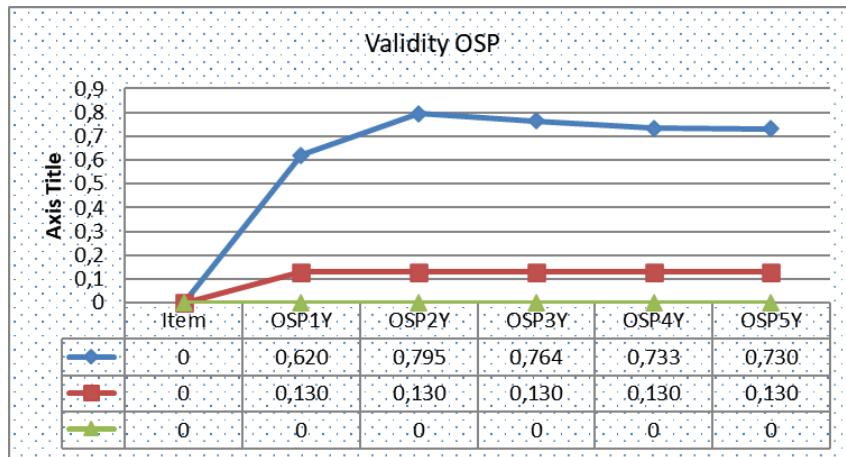


Figure 4. OSP validity test

The conclusion of the OSP validity result image, namely the OSP variable statement item is valid with the r-calculation value of each item, namely OSP1Y=0.703; OSP2Y=0.842; OSP3Y=0.817; CB4Y=0.786; OSP5Y=0.789 is above r-critical = 0.130

Reliability Results

The reliability test results are shown in the following figure :

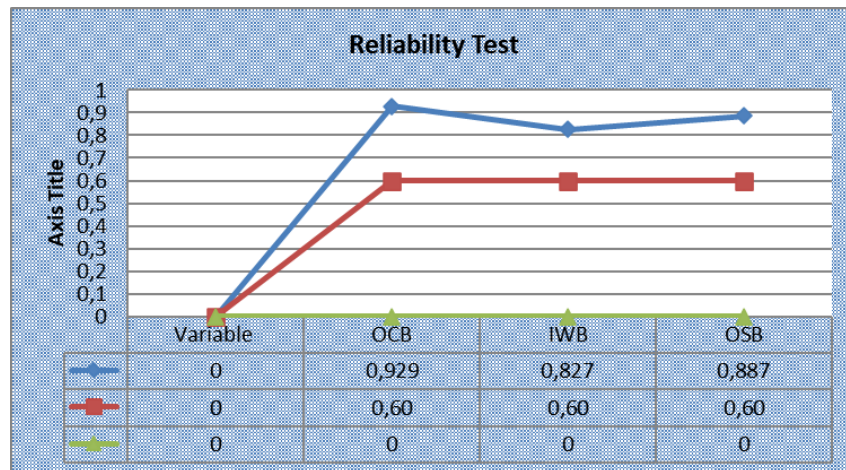


Figure 5. Reliability test

From the reliability test images of the OCB, IWB and OSP variables, it appears that each has a value of 0,929; 0,827; and 0,887 which is above the Cronbach alpha value of 0.60. It can be concluded that each of them is reliable.

Data Normality

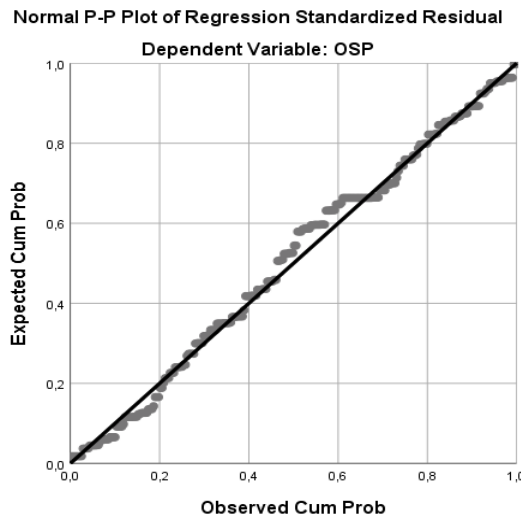


Figure 6. Normality test

From the normality test image, it is concluded that the data is normal.

1.1 Path Analysis

Table 1. result of path 1

Md		UC		SC	t-val	Sig.
		B	Std Err	Beta		
1	(Constant)	3,110	,716		4,342	,000
	OCB	,514	,022	,826	23,835	,000

Dep. Var: IWB

Source: Data analysis, 2024

Regression 1:

$$IWB = 3,110 + 0,514 OCB + \epsilon_1$$

This study show that OCB have positive and significance on IWB.

Table 2. result of path 2

Md		UC		SC	t-val	Sig
		B	Std Err	Beta		
1	(Const)	8,866	,965		9,192	,000
	OCB	-,109	,050	-,180	-2,180	,030
	IWB	,778	,080	,799	9,710	,000

Dep.Var: OSP

Source: Data analysis, 2024

Regression 2:

$$OSP = 8,866 - 0,109 OCB + 0,778 IWB + \epsilon_2$$

This study shows that the OCB has negative significance on OSP. The IWB has positive and significance on OSP. Value of konstanta = 8,866.

1.2 Sobel Test

Test the effect of IWB on OSP with IWB mediation.

$$Sab = \sqrt{(0,778)^2 (0,022)^2 + (0,514)^2 (0,080)^2 + (0,022)^2 \cdot (0,080)^2}$$

$$Sab = \sqrt{(0,605284)(0,000484) + (0,264196)(0,006400) + (0,000484)(0,006400)}$$

$$Sab = \sqrt{0,000293 + 0,001691 + 0,000003}$$

$$Sab = \sqrt{0,001987}$$

$$Sab = 0,044575$$

value t-test

$$t_{test} = \frac{ab}{Sab} = \frac{0,514 \times 0,778}{0,044575} = \frac{0,399892}{0,044575} = 8,971265 = 8,971 \text{ (Rounding)}$$

In testing the role of IWB as a mediator of the influence of OCB on OSP, the value of Sab = 0.044575 was obtained. From this basis, a t-calculation value can be obtained for the mediating role of IWB for the influence of OCB on OSP. Value of t-count = 8,971 was obtained. Value t-test much 8,971 > t-tabel₍₂₆₆₎ = 1,971; show that IWB as role mediating affect OCP on OSP.

1.3 Determination Coefficient Total

Formula

$$\epsilon = \sqrt{1 - R^2}$$

$$\epsilon_1 = \sqrt{1 - 0,683} = \sqrt{0,317} = 0,5630$$

$$\epsilon_2 = \sqrt{1 - 0,434} = \sqrt{0,566} = 0,7523$$

$$R^2_{total} = 1 - (0,317 \times 0,566) = 1 - 0,1794 = 0,8206$$

R²_{total} = 0.8206. This means that 82,06% of the OCP variable affects OSP with IWB as the mediator. The remaining 17,94% was influenced by other variables.

1.4 Direct and Indirect

Table 1 Direct and Indirect Effect

Corr	Effect		Total Effect
	Direct	Indirect	
OCB → OSP	-0,109		
OCB → IWB → OSP		0,514 + 0,778 = 0,399892	-0,109 + 0,399892 = 0,290892

The magnitude of the indirect influence of OCB on OSP through IWB is $0,514 + 0,778 = 0,399892$ greater than the direct influence of OCB on OSP is $-0,109$. This means that the indirect influence of OCB on OSP through IWB is more effective and efficient in improving MSME behaviour in performance in business sustainability efforts. Indirect effect OCB on OSP with IWB is effectively for increasing OSP.

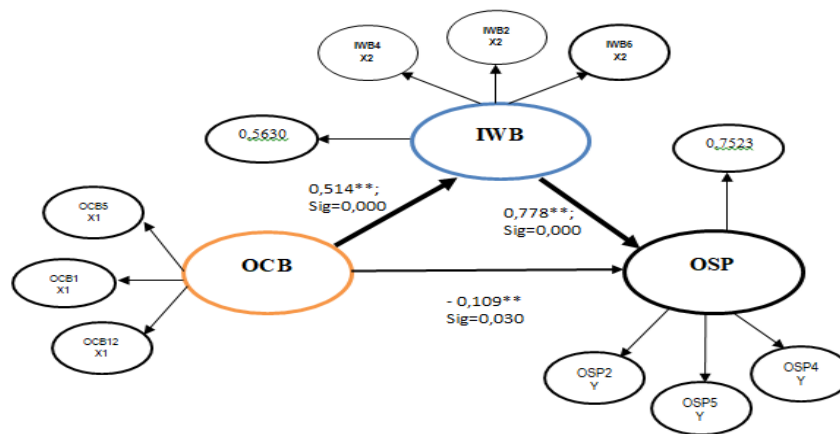


Figure 7. Direct and Indirect Effect

Managerial Implications

The direct effect of OCB on OSP of $-0,109$ with a significance of $0,030$ was negative significant. This means that OSP will be hampered by OCBs that do not pay attention to the sustainability of MSMEs. Individuals who are included in OCB have more products in the modern market to meet their needs. The effect of OCB on OSP is significant according to research (Alraja, Imran, Khashab, & Shah, 2022). In this study, the significance in the form of negative significance is significant, while according to (Alraja et al., 2022) is a significant positive. The role of IWB in an effort to advance and improve services to the community, will be able to citizens behave in choosing their needs provided by MSMEs. The sustainability of the significant relationship with OSP through IWB, will change the pattern of MSME services to serve even better. This can be seen in the form of the influence of OCB on IWB of $0,634$ which is significant with a significance value of $0,000 < 0,05$ and the influence of IWB on OSP of $0,327$ which is also significant with a significance amount of $0,000 < 0,05$. The significant positive relationship between OCB and IWB was aligned in previous studies (Harisinta, 2024). The influence of OCB on OSP is shown in this study is not significant rejecting the results of the study (Danilwan et al., 2020) which conclude that there is a significance of OCB on OSP.

CONCLUSION

The results in this study show that 1) Organizational Citizen Behaviour has a positive significant effect on Individual Work Behaviour; 2) Organizational Citizen Behaviour has a positive significant effect on Organizational Sustainability Performance; 3) Individual Work Behaviour has a positive significant effect on Organizational Sustainability Performance; 4) Individual Work Behaviour as an intervening of affect Organizational Citizen Behaviour influence on Organizational Sustainability Performance; 5) The indirect influence of Organizational Citizen Behaviour on Organizational Sustainability Performance through Individual Work Behaviour is more effective than the direct influence. 6) Total Determination Coefficient Value = 0.8206. This means that 82.06% of the Organizational Citizen Behaviour variable affects Organizational Sustainability Performance with Individual Work Behaviour as an intervening. Other factors outside the model influence the remaining 17.94%.

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