
Optimizing Regional Revenue: The Impact of Organizational Commitment on Performance with Citizenship Behavior as a Mediator

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Abstract:

This study examines the influence of organizational commitment, organizational citizenship behavior, and organizational performance. A quantitative research approach was used, as the study involves numerical data and statistical analysis. The population consists of all employees of the Bali Province Regional Tax and Retribution Services UPTD in Buleleng Regency. The sample of 90 respondents was selected using proportional random sampling. Primary data were collected through structured questionnaires measured on a Likert scale, while secondary data were obtained from books, journals, theses, and other relevant documents. The data were analyzed using Structural Equation Modeling (SEM), specifically the Partial Least Squares (PLS) approach, a variance-based SEM method. The findings reveal that: (1) organizational commitment has a positive and significant impact on organizational citizenship behavior, (2) organizational citizenship behavior positively and significantly affects organizational performance, (3) organizational commitment has a direct positive and significant influence on organizational performance, and (4) organizational commitment also indirectly influences organizational performance positively and significantly through organizational citizenship behavior. These results highlight the critical role of organizational commitment in enhancing both employee behavior and overall performance. Future research could explore additional factors influencing organizational performance, such as leadership style, job satisfaction, and workplace culture, to provide a more comprehensive understanding of organizational dynamics.

Kata kunci: Organizational Commitment; Organizational Citizenship Behavior; Organizational Performance

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1. Introduction

In the public sector, performance appraisal is a crucial mechanism to enhance service quality and ensure organizational effectiveness. Unlike private organizations that prioritize profit, public institutions focus on delivering high-quality services to society (Allen & Meyer, 1996; Podsakoff et al., 2000). However, the effectiveness of public

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organizations, including government agencies, has been increasingly questioned. The public is demanding better service quality, reflecting dissatisfaction with current service delivery standards (Cohen, 2007). Since public organizations operate using funds collected through taxes and levies, citizens have the right to expect optimal service (Mowday, Steers, & Porter, 1979). Consequently, organizational performance in the public sector is measured by the efficiency and effectiveness of service delivery (Bolon, 1997; Organ, 1988).

To achieve optimal performance, human resources play a pivotal role in public organizations. Employees serve as planners, controllers, and executors of organizational activities, making their performance integral to overall organizational success (Mathieu & Zajac, 1990; Williams & Anderson, 1991). Enhancing individual performance ultimately strengthens team performance, which directly influences organizational outcomes (O'Reilly & Chatman, 1986). However, challenges persist in ensuring high employee engagement and commitment, which are essential for sustaining long-term performance improvements in public institutions (Cohen & Vigoda, 2000; Shore & Wayne, 1993).

One of the key determinants of organizational performance is organizational commitment. Commitment refers to an individual's dedication to their organization and its goals, shaping their willingness to remain within the institution and contribute effectively (Jehanzeb & Mohanty, 2020; Meyer & Allen, 1991). Strong organizational commitment is associated with higher job satisfaction, increased productivity, and reduced turnover rates (Riketta, 2002; Purwanto et al., 2020). Employees with high commitment exhibit greater loyalty and a proactive approach to work, ensuring service continuity and efficiency in public sector organizations (Kartika & Pienata, 2020). However, in many public institutions, low organizational commitment remains a prevalent issue, negatively impacting overall performance (Chidir et al., 2020; Maidelis et al., 2022).

Beyond commitment, organizational citizenship behavior (OCB) is another critical factor influencing organizational performance. OCB refers to voluntary actions by employees that exceed formal job requirements, such as helping colleagues and demonstrating a high level of responsibility (Podsakoff et al., 2000; Organ, 1988). Employees exhibiting OCB contribute to a positive work environment and improved teamwork, ultimately enhancing overall performance (Williams & Anderson, 1991). However, studies have shown that OCB is not consistently observed across public organizations, leading to inefficiencies and service quality issues (Meyer et al., 2002; Cohen & Vigoda, 2000). For instance, in the UPTD for Regional Tax and Retribution Services in Buleleng Regency, issues such as lack of cooperation (courtesy) and failure to follow organizational directives (civic virtue) have negatively impacted service delivery (Purwanto et al., 2020).

Despite extensive research on organizational commitment and OCB, there remains a gap in understanding their combined effect on organizational performance in the

public sector, particularly in local government institutions (Purwanto et al., 2020; Purwanto et al., 2020). While previous studies have examined these factors separately, limited research has explored their interrelationship and collective impact on service efficiency in tax and retribution service agencies (Kartika & Pienata, 2020; Chidir et al., 2020). This study seeks to fill this gap by analyzing how organizational commitment influences performance both directly and indirectly through OCB, providing new insights into employee behavior in public organizations (Maidelis et al., 2022).

Based on the existing literature and identified issues, this research aims to investigate the relationship between organizational commitment, OCB, and organizational performance at the UPTD Regional Tax and Retribution Services in Bali Province, specifically in Buleleng Regency. By identifying key factors that impact organizational performance, this study offers valuable contributions to both theory and practice. The findings will provide practical recommendations for enhancing employee commitment and fostering OCB, ultimately leading to improved service delivery and operational efficiency in public sector organizations (Jehanzeb & Mohanty, 2020; Riketta, 2002).

2. Theoretical Background

Organizational Commitment and Organizational Citizenship Behavior

Organizational commitment refers to an employee's psychological attachment to their organization, which influences their willingness to go beyond their job descriptions (Meyer & Allen, 1991). Employees with a high level of commitment exhibit a strong identification with the organization's goals, fostering positive discretionary behaviors such as Organizational Citizenship Behavior (OCB) (Podsakoff et al., 2000). OCB encompasses voluntary actions that contribute to organizational effectiveness, such as helping colleagues, demonstrating loyalty, and taking initiative (Organ, 1997). Studies have shown that employees with strong commitment are more likely to engage in OCB because they feel emotionally invested in their organization (Williams & Anderson, 1991). Research by Chughtai and Zafar (2006) confirms that organizational commitment significantly influences OCB, where committed employees tend to contribute beyond their formal job requirements.

Organizational Citizenship Behavior and Organizational Performance

Organizations benefit greatly from employees who demonstrate OCB, as these behaviors enhance collaboration, efficiency, and overall performance (Bolino et al., 2002). Employees who engage in OCB help create a positive work environment that improves teamwork, reduces conflicts, and increases job satisfaction, ultimately leading to better organizational outcomes (Podsakoff et al., 2009). According to Organ et al. (2006), OCB fosters a cooperative atmosphere, leading to higher productivity and service quality. Research by Jahangir et al. (2004) found that organizations with high levels of OCB among employees outperform those with lower levels. However,

some studies suggest that excessive OCB may lead to employee burnout, potentially harming overall organizational performance (Vigoda-Gadot, 2007).

Organizational Commitment and Organizational Performance

Organizational commitment has a direct impact on employee performance, which in turn influences overall organizational effectiveness (Meyer & Herscovitch, 2001). Employees who are committed to their organization are more motivated to achieve high performance levels, contributing to the organization's success (Angle & Perry, 1981). High commitment leads employees to prioritize organizational goals over personal interests, ensuring consistent effort and dedication (Steers, 1977). Research by Mathieu and Zajac (1990) found that strong organizational commitment leads to higher job performance, lower turnover rates, and improved organizational efficiency. Additionally, Mowday et al. (1982) suggest that committed employees are more likely to stay with an organization, reducing recruitment and training costs.

The Relationship Between Organizational Commitment, Organizational Citizenship Behavior, and Organizational Performance

Organizational commitment and OCB are interconnected in influencing organizational performance (Podsakoff et al., 2009). Employees who are highly committed tend to engage in OCB, which subsequently enhances organizational performance (Allen & Meyer, 1996). OCB acts as a mediator between commitment and performance by fostering a supportive and collaborative work culture (Bolino & Turnley, 2003). Research by Organ et al. (2006) confirms that organizations with committed employees and strong OCB exhibit higher performance levels. Furthermore, a study by Chughtai and Zafar (2006) found that commitment-driven OCB positively impacts organizational effectiveness and efficiency.

Hypotheses Development

Based on the literature review, the following hypotheses are proposed:

- H1. Organizational commitment has a positive and significant impact on Organizational Citizenship Behavior (OCB).
- H2. Organizational Citizenship Behavior (OCB) has a positive and significant impact on organizational performance.
- H3. Organizational commitment has a positive and significant impact on organizational performance.
- H4. Organizational commitment indirectly influences organizational performance through Organizational Citizenship Behavior (OCB) as a mediating variable.

3. Methodology

This study uses a quantitative method, which was held at the Regional Tax and Retribution Service UPTD in Buleleng having the address at Jalan Laksamana Barat, Baktiseraga, Buleleng District. The data in this study is quantitative data based on data

in the form of primary and secondary data. The primary data is a questionnaire while the secondary includes the profile of the institution, books and journals that are relevant to the study. This study is designed as follows.

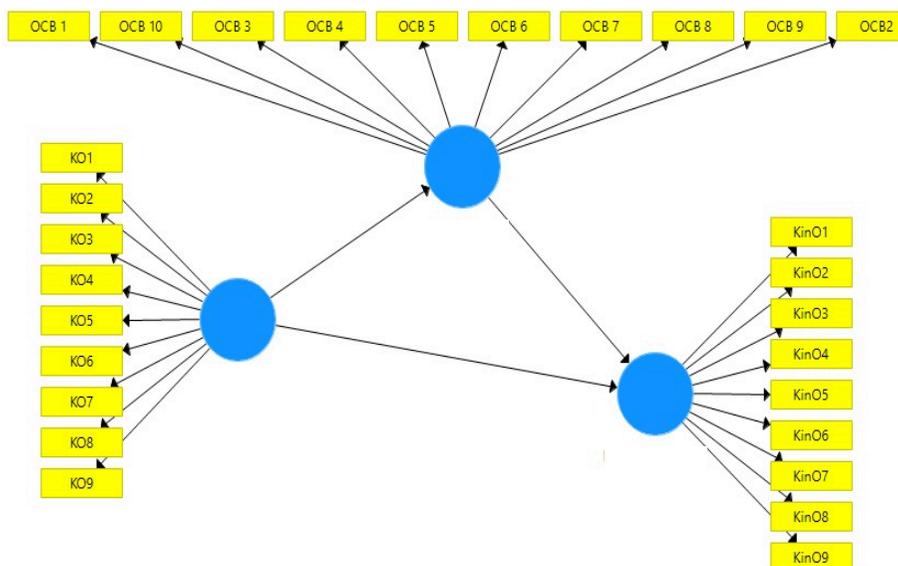


Figure 1.
Research Design

This study involved a total population of 116 employees from the Regional Tax and Retribution Service UPTD in Buleleng. Using the Slovin formula with a 5% margin of error, the sample size was determined to be 90 respondents. The sample distribution consisted of 17 administrative staff, 29 service staff, and 44 billing and objection staff. Data were collected through questionnaires using a Likert scale (1-5) and analyzed using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach. This variance-based SEM method allows simultaneous analysis of multiple latent variables, providing statistical advantages. The analysis process included evaluating the outer model to assess validity and reliability through convergent validity, discriminant validity, and composite reliability. The model was then tested using R^2 analysis and hypothesis testing, with a significance level of 5% and a T-statistic threshold of 1.960.

4. Empirical Findings/Result

The demographic characteristics of the respondents in this study are categorized based on gender, age, education level, and job title. In terms of gender, 53.3% of the respondents are male, while 46.7% are female. Regarding age distribution, the majority of respondents (45.6%) are between 21-30 years old, followed by 33.3% in the 31-40 age group, 17.8% in the 41-50 age group, 2.2% above 50 years old, and

1.1% under 20 years old. For the respondents' education level, 47.8% have a bachelor's degree, 6.7% hold a diploma, and 45.6% have completed high school or an equivalent level of education. Regarding job roles, 18.9% of the respondents work in administration, 32.2% in service, and 48.9% in billing and objection. These data provide an overview of the respondents' characteristics, helping to understand their demographic distribution in relation to the study.

Outer Model Testing

The outer model testing is conducted to assess the validity and reliability of the constructs in this study. A construct is considered to have high reliability if its composite reliability exceeds 0.70 and Cronbach's alpha is greater than 0.60. Additionally, a construct is deemed valid if the Average Variance Extracted (AVE) value for all variables is greater than 0.50.

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
KO	0,828	0,834	0,875	0,540
KinO	0,890	0,893	0,911	0,532
OCB	0,824	0,838	0,876	0,585

Source: SmartPLS 3.0 Output Results

Referring to table 1, it shows that all constructs in this study resulted in composite reliability ≥ 0.70 and Cronbach's alpha ≥ 0.60 . So that it can be concluded that all the constructs of this study are reliable. Then the AVE value of all constructs in this study is above 0.5 where the minimum score is 0.532 in the Organizational Performance construct, therefore it can be concluded that the construct of this study is valid.

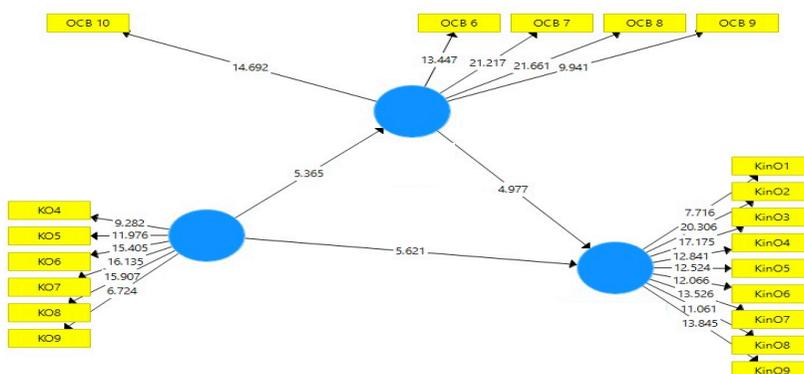


Figure 2. Loading factor

The picture above shows all variables with a loading factor value of ≥ 0.5 which proves that all variable indicators are valid.

Inner Model Testing

The inner model testing is conducted to determine the R-square value in this study and analyze the relationship between variables. The explanation is as follows:

R-Square (R²)

In evaluating the PLS model, the assessment begins with the R-square value for each endogenous latent variable. The following is the R-square value obtained using SmartPLS.

Table 2. R-square

Variable	R Square
Organizational Performance	0,628
Organizational Citizenship Behavior	0,256

Source: SmartPLS 3.0 Output Results

Referring to table 2 shows that the R-square on organizational performance (KinO) is 0.628 and on OCB is 0.256.

Hypothesis Testing

To assess the effect of each variable, a bootstrapping procedure is required. This method utilizes the entire sample for resampling. The inner weight results from this test can be used to interpret the relationship between each variable. The table is as follows:

Table 3. Result Inner Weight

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
KO -> KinO	0,712	0,720	0,059	11,983	0,000
KO -> OCB	0,506	0,515	0,094	5,365	0,000
OCB -> KinO	0,404	0,415	0,081	4,977	0,000

Source: SmartPLS 3.0 Output Results

Table 3 shows that Organizational Commitment influences Organizational Performance in the same direction where the parameter coefficient is 0.712, then Organizational Commitment affects OCB in the same direction where the parameter coefficient is 0.506, and finally OCB affects Organizational Performance in the same direction where the parameter coefficient is 0.404. Judging from the three constructs, the t-statistic value \geq t-table (1.960) so it can be concluded that all of these constructs have a valid relationship.

In addition, there is a specific indirect effect in this study which shows that there is an indirect relationship between each of the variables. Following are the results of the specific indirect effect in this study:

Tabel 4. Spesific inderect effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KO -> OCB -> KinO	0,204	0,214	0,060	3,417	0,001

Source: SmartPLS 3.0 Output Results

Referring to table 4, it appears that there is an indirect relationship (specific indirect effect) between organizational commitment to organizational performance through OCB with a parameter coefficient of 0.204 and a t-statistic of 3.417 > t-table of 1.960 including a sign of 0.001 < 0.05.

5. Discussion

Organizational commitment plays a crucial role in shaping employee behavior and overall organizational effectiveness. Meyer and Allen (1991) introduced a three-component model of commitment, which includes affective, continuance, and normative commitment. These components influence employee retention, motivation, and their willingness to go beyond formal job responsibilities (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

Affective commitment, which reflects an emotional attachment to the organization, has been linked to positive workplace behaviors, including organizational citizenship behavior (OCB) (Allen & Meyer, 1996). Employees with high affective commitment are more likely to exhibit discretionary behaviors that benefit the organization (Bolon, 1997). Similarly, organizational culture and commitment serve as strong predictors of OCB, demonstrating that a supportive work environment fosters employees' voluntary contributions (Chidir, Fayzhall, Sopa, Mustikasiwi, Asbari, & Purwanto, 2020).

Organizational commitment has also been conceptualized as a dynamic construct that evolves over time (Cohen, 2007). Employees who initially display strong commitment may undergo changes in their level of engagement due to organizational policies, leadership styles, or workplace conditions (Cohen & Vigoda, 2000). The perception of fairness within the organization further strengthens this relationship, where organizational justice positively influences commitment and, in turn, enhances OCB (Jehanzeb & Mohanty, 2020).

The hospitality industry provides a compelling example of how organizational commitment influences workplace behavior. Employees in this sector who feel a strong sense of commitment tend to engage in higher levels of OCB, contributing to

better service quality and overall organizational performance (Kartika & Pienata, 2020). Similarly, in public sector organizations, commitment acts as a mediating factor between justice perceptions and employee performance, highlighting its broad applicability across industries (Maidelis, Budiyanto, Agusted, & Fitri, 2022).

Research has consistently shown that commitment is influenced by various antecedents, including job satisfaction, perceived organizational support, and leadership behaviors (Mathieu & Zajac, 1990; Mowday, Steers, & Porter, 1979). Employees who feel valued by their organization develop a stronger sense of commitment, which ultimately leads to improved performance and lower turnover rates (Shore & Wayne, 1993).

Furthermore, commitment is closely linked to prosocial behaviors within organizations. Employees who internalize organizational values and goals are more likely to engage in behaviors that support collective success (O'Reilly & Chatman, 1986). This aligns with Organ's (1988) conceptualization of OCB as discretionary behaviors that contribute to organizational effectiveness. Podsakoff, MacKenzie, Paine, and Bachrach (2000) further reinforced this view by highlighting the role of commitment in fostering cooperation, altruism, and civic virtue among employees.

Empirical studies have demonstrated that perceived organizational support and job satisfaction significantly contribute to commitment levels, which in turn, mediate the relationship between these factors and OCB (Purwanto, Asbari, Santoso, & Wijayanti, 2020). In the hospitality industry, this relationship is particularly evident, as employees' commitment directly impacts service quality and customer satisfaction (Purwanto, Asbari, Santoso, & Wijayanti, 2020).

Attitudinal commitment has also been identified as a strong predictor of job performance, with employees displaying higher levels of engagement and dedication when they are committed to their organization (Riketta, 2002). Williams and Anderson (1991) further emphasized that job satisfaction and commitment together serve as key determinants of both in-role performance and OCB, reinforcing the critical role of organizational commitment in driving positive workplace outcomes.

Overall, the body of research underscores the significance of organizational commitment as a key factor influencing employee behavior, workplace performance, and organizational success. Organizations seeking to enhance employee commitment should focus on fostering a positive work environment, ensuring fairness in policies, and providing support that strengthens employees' emotional and professional attachment to their workplace.

6. Conclusions

Organizational performance is crucial for public service organizations, as it directly influences public perception and trust. This study highlights that achieving optimal organizational performance requires employees to demonstrate strong organizational commitment and engage in organizational citizenship behavior (OCB). Organizational commitment emerges from employees' desire to remain in the organization, leading them to take responsibility for their tasks and adhere to established rules. This commitment further fosters OCB, where employees willingly contribute beyond their formal job responsibilities. Such behaviors, in turn, enhance overall organizational performance.

Based on the findings, it is recommended that the UPTD Regional Tax and Retribution Services in Buleleng prioritize strengthening organizational commitment and OCB among employees. Effective human resource management plays a critical role in enhancing these factors, ultimately leading to improved organizational performance.

For future research, scholars are encouraged to expand this study by incorporating additional variables, considering that organizational commitment and OCB explain only 62.8% of the variations in organizational performance. The remaining 37.2% may be influenced by other factors not examined in this study. Future researchers may also refine the study by modifying the research objects, adjusting the questionnaire items, or exploring different variables that could impact organizational performance. Additionally, broadening the study population beyond UPTD Regional Tax and Retribution Services in Buleleng would enhance the generalizability of the findings.

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