

## TO IMPLY THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN THE WORK PLACE TO IMPROVE EMPLOYEE PERFORMANCE

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### ABSTRACT

*This study aims to determine the influence of Organizational Commitment and Work Life Balance on Organizational Citizenship Behavior and Employee Performance at Balai Teknik Penerbangan. Data collection techniques are done by distributing questionnaires using ordinal scales. This research was conducted on 71 respondents by using quantitative descriptive approach and hypothesis testing. The collected data is then analyzed using the technique analysis Structural Equation Modeling (SEM) through SmartPLS (Partial Least Square) software. The results of this study show that Organizational Commitment and Work Life Balance positively and significantly influence on Organizational Citizenship Behavior and Employee Performance at Balai Teknik Penerbangan.*

*Keywords:* Organizational Commitment, Work Life Balance, Organizational Citizenship Behavior, Employee Performance

### INTRODUCTION

#### Research Background

According to Arina and Eisha (2014) human resources are the resources that most determine the success of an organization. An organization must have more value compared to other organizations. The organization is said to be successful if it can draw attention to its strengths compared to other organizations. While successful managers are managers who are able to see the resources that are able to be managed in accordance with business needs. Companies are required to manage their human resources well for the progress of the company. Success in company processes is determined by the achievement of good performance results by employees. Performance is the level of achievement of the results of the implementation of certain tasks. While the company's performance is the level of achievement of results in order to realize the company's goals. Individual performance, group performance and company performance are influenced by many internal and external factors of the organization.

According to Soelton (2020), Nanda (2020), Suzabar (2020), Dwi and Syahdi (2013) one of the factors that plays an important role in efforts to improve organizational performance is Organizational Citizenship Behavior (OCB). OCB or also called extra-role behavior (outside the job description) is the behavior demanded by the organization today, not only in-role behavior (in the job description). Because OCB can reduce the need for scarce / expensive resources for maintenance / repair functions in the organization, give employees the freedom to be more productive, and increase the productivity of work or managerial relationships.

One other indicator that can improve employee performance is organizational commitment. Employees with high organizational commitment are expected to be able to produce optimal performance. When someone joins an organization, they are required to have a commitment in themselves. Low commitment raises problems for the organization, because commitment is an expensive "commodity" that determines the success of the organization. Low commitment reflects the lack of one's responsibility in carrying out their duties Nanda (2020); Suzabar (2020); Mugiono (2020); Triana (2013).

According to Soelton (2018), Asima and Levi (2016) one of the most important managerial strategies for ensuring employee performance and improving organizational performance is managing work life balance. This is evidenced by recent research showing benefits for both parties namely workers and organizations from the successful balance of work and family life. Work life balance has been proven to have positive results such as decreased desire to move, increased performance and job satisfaction. The absence of work life balance causes poor employee performance and frequent employee absence.

Employees in public or governmental organizations are called State Civil Apparatuses. This is regulated in UUD No. 5 of 2014 concerning State Civil Apparatus. In Chapter 1 Article 1, the State Civil Apparatus, hereinafter abbreviated as ASN, is a profession for civil servants and government employees with employment agreements working for government agencies.

Angkasa Pura I, Angkasa Pura II and the Ministry of Transportation, in particular the Directorate General of Civil Aviation, are responsible for managing large and small airports throughout Indonesia. The Directorate General of Civil Aviation oversees the Aeronautical Engineering Center (BTP) which is one of the government agencies of the Technical Implementation unit. Therefore the Technical Office is responsible to the Director General of Air Aviation. The Aeronautical Engineering Office is responsible for carrying out testing, maintenance, repair and service activities in the field of aviation electronic equipment, mechanical and electrical aviation equipment as well as quality testing in the fields of materials, the results of civil works and the

quality of the airport environment. The Aviation Engineering Center provides services to PT. Angkasa Pura 1 (Persero), PT. Angkasa Pura 2 (Persero), the Indonesian Aviation Navigation Service Organization (LPPNPI) or called Airnav Indonesia (Persero), Airport Operational Unit, Regulated Agent, Oil Company, and BPSDM. Located in Tangerang Kota, Banten, the Aviation Engineering Center is divided into four work units, namely the Administrative Sub-Section, Aviation Electronics Section, Aviation Mechanical and Electrical Section, and Airport Civil and Environmental Engineering Section.

Based on the activities of the Aeronautical Engineering Office in conducting tests and repairs at several airports in Indonesia during 2016 to 2018. Data obtained from the Administration of Aeronautical Engineering Institute. In testing and repairing the Aviation Engineering Institute it has no targets per year. This is because the Institute of Aviation Engineering has not yet become a state agency Public Service Agency (BLU) and Non-Tax State Revenue (PNBP). We can see the level of testing and improvement of the Aviation Engineering Institute for three years, from 2016 to 2018 which has increased and decreased. Significant decrease occurred in the improvement activities in 2017 and the decline also occurred in testing. Then in 2018 there will be an increase in repair and testing activities. Even the testing activities in 2018 exceeded the previous two years.

The conclusion is that the improvement activities carried out by the Aeronautical Engineering Center for three years have decreased. While testing activities have increased from 2016 to 2018. Based on data compiled from the Administration section of the Aviation Engineering Center. ASN attendance data from 2017 to 2018 obtained were divided into five indicators, namely Attendance, Alpha, Permit, Sickness, and Leave. From the above table it can be seen in a period of six months, namely an average of 88.91% for Attendance, 2.74% Alpha, 1.76% Permission, 3.24% Pain and 4.90% Leave. The lowest attendance rate occurred in December, which was 83.49%, this was due to several ASNs applying for leave of 15.13%. Then the highest Alpha level occurred in January of 5, 46%.

The conclusion is that the highest absence rate of ASN in 2017 to 2018 was caused by "leave" with a total of 29.41%. And the lowest cause of absence of ASN was caused by "permits" with a total of 10.57%. Several phenomena of problems were found in the Aviation Engineering Institute from the results of interviews and pre-survey questionnaires distributed to 15 ASN Aviation Engineering Offices, namely the Organizational Commitment, Work-Life Balance, and Organizational Citizenship Behavior (OCB). The following are the results of the prasurey survey conducted on Tuesday, May 8, 2018.

Based on pra survey show that ASN Institute of Aviation Engineering is not satisfied with the awards, benefits, holidays and commensurate rewards given by the company. Dissatisfied ASN can be a problem for companies because job satisfaction affects organizational commitment and performance. In research conducted by American Psychological Association found that employee productivity will be directly proportional to job satisfaction. That is because it will affect the health of the mind and body. Previously there had been research conducted by Firmananda, Djambur, and Djudi (2016) in a study entitled "The Effect of Job Satisfaction on Organizational Commitment and Employee Performance (Study on PG Kebon Agung Malang Permanent Employees) which concluded that job satisfaction had a positive and significant effect on commitment and performance. Likewise the results of research conducted by Ni Made Dwi Puspita and I Gede Riana (2014) at the Bali Hyatt Sanur Hotel to 166 respondents. The study concluded that job satisfaction has a positive and significant effect on organizational commitment.

The organizational commitment of each individual employee is one of the factors in improving employee performance. Highly committed employees can provide optimal performance and meaningful contributions to the company. Highly committed employees mean that the employee has full responsibility for their duties. Previously there had been research on the effect of organizational commitment on employee performance, including by Fitirastuti (2013); Nurandini and Lataruva (2014); Andrew (2017) concludes that organizational commitment has a significant positive effect on employee performance. Organizational commitment can also affect Organizational Citizenship Behavior (OCB). This has been previously studied by Rohman (2020); Soelton (2018); Soelton and Atnani (2018); Aditya and Desi (2016); Andi and Satrya (2018); Hidayat (2014) which concluded that organizational commitment influences Organizational Citizenship Behavior (OCB).

Furthermore, in carrying out their duties, ASN Institute of Aeronautical Engineering often performs assignments to small airports located in the area and can take days. There is also an ASN that is placed at an airport located outside the city for a period of years and lives separately with family. In this case the work-life balance cannot always be experienced by ASN Institute of Aeronautical Engineering and this can affect ASN's performance. According to Parkes and Langford (2008) work-life balance is a condition where individuals are able to commit to work and family, and are responsible for both non-work activities. Then according to Robbins and Coutler (2012) work-life balace includes resources in the care of parents and children, care, health and welfare of employees, relocation and others. Where many companies offer family-friendly benefits programs that employees need to balance life and work, which includes flextime, job sharing, telecommunications and others. Companies will get an annual income of 20% better for companies that seek employees to have a balance between work and personal life than the company that does not encourage work-life balance for employees based on research conducted by Morgan Reddwoon in England. Previously there has been a study of the relationship between work-life balance and performance, including: Parkash and Jyoti (2013); Mumbi and Muleke (2013); Asima and Levi (2016); and Mendis and Weerakkody (2017); concluded that work-life balance had a positive and significant effect on employee performance. Besides that work-life balance influences organizational citizenship behavior (OCB), where the relationship between work-life balance and organizational citizenship behavior (OCB) has been previously studied by Kumar and Mohan (2017) and concluded to have a positive influence.

Then in question number 4, the respondent states that ASN at the Aeronautical Engineering Center is more self-centered and as many as 9 respondents out of 15 respondents rated that ASN has the impression of doing imaging, referring to question number 5. This certainly illustrates ASN's behavior in opposition to organizational citizenship behavior (OCB) in a company. Ideally the

company expects employees to have organizational citizenship behavior (OCB) attitudes. According to Aldag and Resckhe (Titisari, 2014) organizational citizenship behavior (OCB) is an individual contribution that exceeds the demands of the role at work. Organizational citizenship behavior (OCB) is an added value for employees because it does not only carry out its main tasks, but wants to contribute beyond job descriptions, such as actively participating in office events, helping other employees who are not related to their duties, and volunteering for extra tasks, etc., previously there have been studies related to the effect of organizational citizenship behavior (OCB) on employee performance, including by Wahyu and Rasyid (2013); Fitriastuti (2013); Chelagat, Kiprop and Kemboi (2015); The analysis shows that organizational citizenship behavior (OCB) can improve employee performance.

Based on the background that has been explained, the authors are interested in conducting research with the title "The Effect of Organizational Commitment, and Work-Life Balance Against Organizational Citizenship Behavior and Employee Performance at the Aeronautical Engineering Hall".

### **Formulation of the problem**

In compiling this paper to facilitate research and discussion, the authors formulate the problem, namely:

1. Does organizational commitment affect organizational citizenship behavior (OCB) of Aeronautical Engineering employees?
2. Does the work-life balance affect the organizational citizenship behavior (OCB) of Aviation Engineering Center employees?
3. Does the organizational commitment affect the performance of the Aeronautical Engineering Hall employees?
4. Does the work-life balance affect the performance of the Aeronautical Engineering Hall employees?
5. Does organizational citizenship behavior (OCB) affect the performance of the Aeronautical Engineering Center employees?

### **Research Objectives and Contribution**

1. Research Objectives
  - a. To find out the effect of commitment to organizational citizenship behavior (OCB) of Aeronautical Engineering employees.
  - b. To find out the effect of work-life balance on organizational citizenship behavior (OCB) of Flight Engineering Center employees.
  - c. To determine the effect of organizational commitment on the performance of the Aeronautical Engineering Hall employees.
  - d. To determine the effect of work-life balance on the performance of the Aeronautical Engineering Center employees.
  - e. To determine the effect of organizational citizenship behavior (OCB) on the performance of aviation engineering staff.

## **LITERATURE REVIEW**

### **Human Resource Management**

According to Hasibuan (2017) human resource management is the science and art of regulating the relationships and roles of the workforce to be effective and efficient in helping to realize the goals of agencies, employees and the community. Furthermore according to Mangkunegara (2009) human resource management is a planning, organizing, coordinating, implementing, and supervising the procurement, development, remuneration, integration, maintenance and separation of personnel in order to achieve organizational goals. Meanwhile according to Flippo (Handoko, 2014) personnel management is planning, organizing, directing, and controlling, developing, compensating, integrating, maintaining, and dismissing employees, with the aim of realizing company, individual, employee, and community goals. From the opinions of some of the experts above it can be gathered that Human Resource Management is the science and art of managing the workforce ranging from planning, organizing, controlling and maintaining employees to achieve organizational goals.

### **Organizational Commitment**

Sopiah (2008) says that a form of commitment that arises not only is passive loyalty, but also involves an active relationship with work organizations that have the goal of making every effort for the success of the organization concerned. According to Greenberg and Baron (Wibowo, 2015) organizational commitment as a level where individuals identify and engage with their organization and / or do not want to leave it. According to Newstrom (Wibowo, 2015) it provides the same understanding between Organizational Commitment and Employee Loyalty, which is a part of a memory in which workers identify with the organization and want to continue actively participating in it. Workers identify with the organization showing that workers mix well and in accordance with organizational ethics and expectations that they experience a feeling of oneness with the company. Meanwhile, other opinions according to Schermerhorn, Hunt, Osborn, and Uhl-Bien (Wibowo, 2015) suggest that organizational commitment is the level of loyalty felt by individuals to the organization.

### **Work-Life Balance**

According to Robbins and Coutler (2012) work-life balance programs include resources in the care of parents and children, care, health and welfare of employees, and relocation and others. Where many companies offer family-friendly benefits programs that employees need to balance life and work, which includes flextime, job sharing, telecommunications and others. Furthermore, according to Schermerhorn (Ramdhani, 2013) work-life balance is a person's ability to balance work demands with personal and family needs. Fisher (2009) defines work-life balance as an effort made by individuals to balance two or more roles that are undertaken. When someone's life has experienced work-life balance, the individual will be very satisfied with the situation that is being lived. The definition of work-life balance according to Kalliath and Brough (2008) is the individual's perception that work and non-work activities must be commensurate and encourage growth in accordance with the current priorities of individual life.

Interdisciplinary balances lead to positive growth and development in work activities (such as, obtaining work recognition and career potential) and / or non-work (such as, caring for children and personal life). Work-life balance means that employees have the freedom to use flexible working hours in work with family, hobbies, etc.

**Organizational Citizenship Behavior**

According to Aldag and Resckhe (Titisari, 2014) Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the demands of roles in the workplace. Organizational Citizenship Behavior (OCB) involves a number of behaviors including helping others, volunteering for extra tasks, complying with rules and procedures at work. Behavior that describes "employee added value" which is one form of prosocial behavior, namely positive, constructive and meaningful social behavior that helps. Furthermore Organizational Citizenship Behavior (OCB) is the contribution of workers "above and more than" formal job descriptions (Smith, et al, 2014). While Dyne, et al (Titisari, 2014) propose that Organizational Citizenship Behavior (OCB) is behavior that benefits the organization and / or tends to benefit the organization, voluntarily and exceeds what the role demands. According to Robbins and Judge (2012) Organizational Citizenship Behavior (OCB) is the behavior chosen and is not part of an employee's formal work obligations, but supports the effective functioning of the organization.

*The performance*

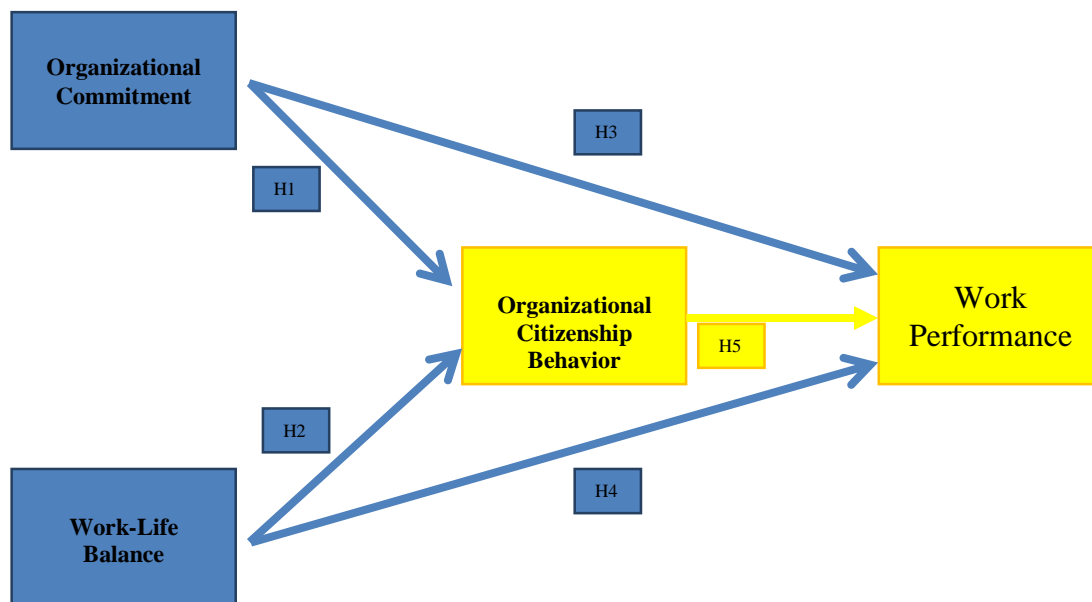
According to Mangkunegara (Titisari, 2014) work performance or achievement is as a result of the work of people in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him within a specified period of time. Then according to Hasibuan (2014) said work performance is the ability of a person in an effort to achieve better work results / more prominent towards the achievement of organizational goals. According to Titisari (2014) performance is a picture of the level of achievement of the implementation of an activity / program / policy in realizing the goals, objectives, vision, and mission of the organization as outlined in the formulation of an organization's strategic scheme. Performance is about doing work and the results achieved from the work. Performance is about what is done and how to do it (Wibowo, 2015). Furthermore, according to Armstrong and Baron (Wibowo, 2015) performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction, and contributing to the economy.

**CONCEPTUAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT**

*Conceptual Framework*

The continuity and success of a company is influenced by employee performance. This makes the company continue to strive to improve employee performance in order to achieve goals with maximum results.

In this research as independent variables are organizational commitment, and Work-Life Balance which has an influence on Organizational Citizenship Behavior (OCB) and employee performance as the dependent variable.



*Conceptual Framework*

**Conceptual Framework**

### **Hypothesis**

The hypothesis is a temporary answer to the formulation of the research problem, where the research problem formulation has been stated in the form of sentence questions. It is said temporarily, because the answers given are only based on relevant theories, not yet based on empirical facts obtained through data collection (Sugiyono, 2015). The hypotheses in this study include:

H1: There is an influence of Organizational Commitment to Organizational Citizenship Behavior (OCB) at the Aeronautical Engineering Center.

H2: There is an effect of Work-Life Balance on Organizational Citizenship Behavior (OCB) at the Aeronautical Engineering Office.

H3: There is an influence of Organizational Commitment on Employee Performance at the Aeronautical Engineering Center.

H4: There is an effect of Work-Life Balance on Employee Performance at the Aeronautical Engineering Center

H5: There is an influence of Organizational Citizenship Behavior (OCB) on Employee Performance at the Aeronautical Engineering Center.

## **RESEARCH METHODS**

### **Time and Place of Research**

#### **Research Time**

The research process begins by identifying problems in the location used as a place of research, then formulating the problems that have been identified, gathering theories that can strengthen the foundation in variables, compiling methods in collecting data, compiling instruments, and determining the statistical testing techniques used. In the process the process requires research time from March 2018 to January 2019

#### **Research Sites**

In obtaining data for research preparation, the study was conducted at the Aeronautical Engineering Center. Located on Jl. Halim Perdana Kusuma Jurumudi, Benda Tangerang 15124, Balai Aviation Engineering is a government agency under and is responsible to the Director General of Air Aviation

#### **Research design**

In this study, the authors used a causal research design. Causal is the relationship of variables to the object under study is more cause and effect, so that in his research there are independent and dependent variables (Sugiyono, 2015). In this study, researchers examined the relationship between two independent variables, namely organizational commitment and work-life balance on two dependent variables, namely organizational citizenship behavior (OCB) and employee performance at the Aeronautical Engineering Center (BTP).

### **Variable Definition and Operationalization**

Based on the title of the study taken by the author, namely "the influence of organizational commitment and work-life balance on organizational citizenship behavior (OCB) and employee performance", the authors define each variable and make operational variables.

#### **Definition of Variables**

The definitions of the variables examined by the researcher are as follows:

##### **Independent Variable (Independent Variable)**

The independent variable or often referred to as a stimulus variable, predictor, antecedent is a variable that influences or is the cause of the change or emergence of the dependent variable (Sugiyono, 2015). The independent variables in this study are:

##### **1) Organizational Commitment (X1)**

Baron (Wibowo, 2015) organizational commitment as a level where individuals identify and engage with their organization and / or do not want to leave it.

##### **2) Work-Life Balance (X2)**

Fisher (2009) defines work-life balance as an effort made by individuals to balance two or more roles that are undertaken. When someone's life has experienced work-life balance, the individual will be very satisfied with the situation that is being lived.

#### **Dependent Variable**

The dependent variable or often referred to as the output variable, criterion, consequent is the variable that is affected or that is the result, because of the independent variable (Sugiyono, 2015). The dependent variables in this study are:

##### **1) Organizational Citizenship Behavior (OCB) (Y1)**

Robbins and Judge (2012) Organizational Citizenship Behavior (OCB) is the behavior chosen and is not part of an employee's formal work obligations, but supports the effective functioning of the organization.

##### **2) Performance (Y2)**

Titisari (2014) performance is a description of the level of achievement of the implementation of an activity / program / policy in realizing the goals, objectives, vision, and mission of the organization as outlined in the formulation of an organization's strategic scheme.



**Variable Operationalization**

Variable operationalization is a dimension given to a variable by giving meaning or specifying an activity or justifying an operation needed to measure the variable (Sugiyono, 2015).

**Variable Measurement Scale**

In this study using a Likert Scale. Likert scale is a scale that states agreement and disagreement. Likert scale is commonly used in questionnaires and the most widely used in research is survey (Sugiyono, 2015). The Likert scale uses five levels of answers.

**Population and Research Samples**

**Population**

Population is a generalization area consisting of: objects / subjects that have the quality of certain characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2015). The population used in this study were all Civil Servants employees at the Aeronautical Engineering Center (BTP), amounting to 71 employees.

**Research Samples**

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2015). The study uses the sampling method saturated sampling method, the technique of determining the sample in which all members of the population is used as a sample. Then the number of samples used in this study were 71 employees.

**Data collection technique**

In the data collection technique it is expected that accurate data will be obtained. In this study, data collection was carried out through several steps, namely interviews, questionnaires and documentation.

1. Karis is a data collection technique that is done by giving a set of questions or written statements to the respondent to answer.
2. Interview, namely by asking questions directly to the head of the Administration, structural and functional employees.
3. Documentation, namely by collecting supporting data obtained from the Administration, related to the condition of the Aviation Engineering Center.
4. Literature studies are conducted to obtain data on theories that support research.

**Data Type**

This research uses primary data types. Primary data is data obtained, observed and recorded directly by researchers from the organization that is the object of research (Sugiyono, 2013). The primary data used in this study is questionnaire data filled out by the ASN Aviation Engineering Center

**RESULTS AND DISCUSSION**

**Data Quality Test Results**

**Evaluate the Measurement (outer) Model**

**a. Convergent Validity Test Results**

Convergent Validity of the measurement model with reflexive indicators is assessed based on the correlation between item score / component score and construct score calculated by PLS. Individual indicators are said to be valid if they have a correlation value above 0.70. However, for the initial research stage, the development of a measurement scale loading 0.50 to 0.60 is considered sufficient. There are several invalid indicators, because they have a loading factor value of less than 0.50. Based on this, the construct was carried out again by removing invalid indicators.

And The results of the modification of the convergent validity test can be seen that all indicators meet the convergent validity because it has a loading factor value above 0.50.

**b. Discriminant Validity Test Results**

Discriminant validity of the measurement model with reflective indicators is assessed based on cross loading measurements with constructs. If the correlation of constructs with measurement items is greater than the size of other constructs, then it shows that latent constructs predict the size of their block better than the size of the other blocks.

Discriminant Validity Testing				
Variable	Organizational Commitment	Work Life Balance (WLB)	Organizational Citizenship Behavior (OCB)	Work Performance
OC1	0.678	0.081	0.299	0.395
OC2	0.609	0.057	0.359	0.472
OC3	0.503	0.054	0.307	0.227
OC5	0.508	0.005	0.200	0.064
OC8	0.643	0.272	0.327	0.367

OC9	<b>0.831</b>	0.127	0.421	0.417
OC10	<b>0.840</b>	0.140	0.380	0.462
OC11	<b>0.843</b>	0.201	0.457	0.323
WLB2	0.036	<b>0.599</b>	0.066	0.241
WLB3	0.159	<b>0.709</b>	0.216	0.279
WLB4	0.174	<b>0.811</b>	0.341	0.238
WLB5	0.118	<b>0.699</b>	0.202	0.336
WLB6	0.154	<b>0.823</b>	0.323	0.209
WLB7	0.102	<b>0.612</b>	0.306	0.224
WLB8	0.067	<b>0.651</b>	0.109	0.031
WLB11	0.142	<b>0.711</b>	0.205	0.258
WLB12	0.151	<b>0.809</b>	0.276	0.208
WLB14	0.046	<b>0.644</b>	0.090	0.058
OCB1	0.266	0.354	<b>0.627</b>	0.382
OCB2	0.350	0.261	<b>0.744</b>	0.573
OCB3	0.185	0.332	<b>0.601</b>	0.362
OCB4	0.391	0.362	<b>0.749</b>	0.587
OCB5	0.394	0.154	<b>0.693</b>	0.525
OCB6	0.482	0.040	<b>0.639</b>	0.315
OCB7	0.342	0.170	<b>0.593</b>	0.414
OCB8	0.321	0.109	<b>0.573</b>	0.253
OCB9	0.449	0.226	<b>0.810</b>	0.528
OCB10	0.281	0.249	<b>0.770</b>	0.498
WP1	0.359	0.180	0.459	<b>0.716</b>
WP2	0.510	0.375	0.537	<b>0.776</b>
WP3	0.362	0.233	0.491	<b>0.809</b>
WP4	0.435	0.293	0.610	<b>0.788</b>
WP5	0.303	0.303	0.300	<b>0.667</b>
WP6	0.424	0.132	0.432	<b>0.550</b>
WP7	0.284	0.213	0.457	<b>0.713</b>
WP8	0.199	0.168	0.520	<b>0.773</b>
WP9	0.541	0.243	0.567	<b>0.842</b>

Source : Output PLS

From Table it can be seen that the correlation of organizational commitment constructs with its indicators (OC1 is 0.678, OC2 is 0.609, OC3 is 0.503, OC5 is 0.508, OC8 is 0.643, OC9 is 0.831, OC10 is 0.840, OC11 is 0.843) higher than the commitment indicator correlation organizations with other constructs, then the correlation of work life balance (WLB) with indicators (WLB2 amounted to 0.599, WLB3 amounted to 0.709, WLB4 amounted to 0.811, WLB5 amounted to 0.699, WLB6 amounted to 0.823, WLB7 amounted to 0.612, WLB8 amounted to 0.701, WLB11 amounted to 0.811, WLB12 amounted to 0.699, WLB6 amounted to 0.623 0.809, WLB14 of 0.644) this requires that the indicator is higher than the work life balance (WLB) correlation with other constructs, then the construct correlation of organizational citizenship behavior (OCB) with indicators (OCB1 of 0.627, OCB 2 of 0.744, OCB 3 of 0.744 0.601, OCB4 is 0.749, OCB5 is 0.693, OCB6 is 0.639, OCB7 is 0.593, OCB8 is 0.573, OCB9 is 0.810, OCB10 of 0.770) this explains the indicator is higher than the correlation of organizational citizenship behavior (OCB) indicators with other constructs. In the construction construct performance with indicators (WP1 is 0.716, WP2 is 0.776, WP3 is 0.809, WP4 is 0.788, WP5 is 0.667, WP6 is 0.550, WP7 is 0.713, WP8 is 0.773, WP9 is 0.842) this indicates that the indicator is higher compared the correlation of performance indicators with other constructs.

Another method to look at discriminant validity is to look at the square root of average variance extracted (AVE) value of each construct with the correlation between constructs and other constructs in the model, so it can be said to have a good discriminant validity value.

AVE TESTING	
Variable	AVE
Work Performance	0.550
Organizational Commitment	0.519
Organizational Citizenship Behavior	0.538
Work Life Balance	0.506

Sources: Output PLS

From the table it can be concluded that the square root of the average variance extracted ( $\sqrt{AVE}$ ) for each construct is greater than the correlation between one construct and the other constructs in the model. AVE value based on the table above, it can be concluded that the construct in the estimated model meets the criteria of discriminant validity.

**Composite Reliability and Cronbach’s Alpha Test Results**

Composite reliability and Cronbach's alpha testing aims to test the reliability of the instrument in a research model. If all latent variables have composite reliability and cronbach's alpha values  $\geq 0.7$ , it means that the construct has good reliability or the questionnaire used as a tool in this study has been reliable or consistent.

Composite Reliability Testing		
Variable	Composite Reliability	Mark
Work Performance	0.916	Reliable
Organizational Commitment	0.878	Reliable
Organizational Citizenship Behavior	0.897	Reliable
Work Life Balance	0.910	Reliable

Cronbach’s Alpha Testing		
Variable	Cronbach’s Alpha	Mark
Work Performance	0.896	Reliable
Organizational Commitment	0.840	Reliable
Organizational Citizenship Behavior	0.872	Reliable
Work Life Balance	0.892	Reliable

Based on Tables that the results of testing composite reliability and Cronbach's alpha showed satisfactory values, because all latent variables have composite reliability and Cronbach's alpha values  $\geq 0.70$ . This means that all latent variables are said to be reliable.

**Structural Model Testing or Hypothesis Test (Inner Model)**

After the estimated model meets the outer model criteria, the structural model (inner model) is then tested. Testing the inner model is the development of concept-based models and theories in order to analyze the relationship between exogenous and endogenous variables have been described in the conceptual framework. The stages of testing the structural model (inner model) are carried out by the following steps

**R-square Value Test Results**

Look at the R-square value which is a goodness-fit model test.

R <sup>2</sup> Testing	
Variable	R-Square
Work Performance	0.506
Organizational Citizenship Behavior	0.324

Sources: Output PLS

From table it can be seen that the influence model of latent independent variables (organizational commitment and work life balance) on organizational citizenship behavior gives an R-square value of 0.324 which can be interpreted that the constructability variability of organizational citizenship behavior can be explained by the constructability variability of organizational commitment and work life balance of 32.4% while 67.6% is explained by other variables outside the study. The model of the influence of independent latent variables (organizational commitment and work life balance) on employee performance R-square value of 0.506 which can be interpreted that the construct performance variability of employees that can be explained by the constructability variability of organizational commitment and work life balance of 50.6% while 49.4% is explained by other variables beyond those studied.

**Goodness of Fit Model Testing Results**

Testing the Goodness of Fit Structural models in the inner model using the value of predictive-relevance ( $Q^2$ ). Q-square value greater than 0 (zero) indicates that the model has a predictive relevance value. The R-square value of each endogenous variable in this study can be seen in the following calculations:

Predictive relevance value is obtained by the formula:

$$Q^2 = 1 - (1 - R1)(1 - R_p)$$

$$Q^2 = 1 - (1 - 0.506)(1 - 0.324)$$

$$Q^2 = 1 - (0.494) (0.676)$$

$$Q^2 = 0.666056$$

The calculation result above shows the predictive-relevance value of 0.666056, which is greater than 0 (zero). That means that 66.61% of the variation in the variable organizational citizenship behavior (OCB) and performance (the dependent variable) is explained by the independent variables used. Thus the model is said to have a relevant predictive value.



**Hypothesis Testing Results (Path Coefficient Estimation)**

This test is carried out on the basis of the results of data processing that has been done using the PLS (Partial Least Square) program. The results of this test will show whether all paths analyzed show significant results. The significance value in this hypothesis can be obtained by the bootstrapping procedure. See the significance of the hypothesis by looking at the value of the parameter coefficient and the significance value of the T-statistics on the bootstrapping report algorithm. To find out significant or insignificant seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table compared to the T-count (T-statistic).

Hypothesis	HYPOTHESIS TESTING RESULTS				
	Original Sample	$\gamma\beta$	T-Statistics	P Values	Remark
<i>Organizational Commitment → Work Performance</i>	0.254	0.117	2.176	0.030	Positive – Significant
<i>Organizational Commitment → Organizational Citizenship Behavior</i>	0.466	0.114	4.106	0.000	Positive – Significant
<i>Organizational Citizenship Behavior → Work Performance</i>	0.501	0.107	4.684	0.000	Positive – Significant
<i>Work Life Balance → Work Performance</i>	0.115	0.124	2.736	0.000	Positive – Significant
<i>Work Life Balance → Organizational Citizenship Behavior</i>	0.259	0.099	2.616	0.009	Positive – Significant

Source: PLS Output

From the results of hypothesis testing, it can be seen that what really influences performance improvement is the Organizational Citizenship Behavior, with an original OCB sample value with a Performance of 0.501. Then the next biggest influence to improve performance is the Organizational Commitment factor, with a value of 0.254. And what affects the least performance is the work-life balance factor with a value of 0.115.

Furthermore, for the Organizational Citizenship Behavior variable, the greatest increase in OCB is Organizational Commitment with the original sample value of Organizational Commitment with OCB of 0.466. And the smallest influence to increase OCB is work-life balance with a value of 0.259.

So it can be concluded in the efforts of the Aviation Engineering Center in improving performance can prioritize efforts through Organizational Citizenship Behavior. Then to improve Organizational Citizenship Behavior can focus on Organizational Commitment.

**Discussion of Research Results**

**Effect of organizational commitment on performance**

Based on the hypothesis test in this study, the results obtained a T-statistic value of 2.176, an original sample value of 0.254, and a P value of 0.030. T-statistic value is greater than T-table value, 1.96. The original sample value shows a positive value, and the P Values value is less than 0.05. These results indicate that organizational commitment is a positive and significant effect on performance. According to Baron (Wibowo, 2015) organizational commitment as a level where individuals identify and engage with their organization and / or do not want to leave it. Furthermore, according to Sopiah (2008) the form of commitment that arises is not only passive loyalty, but also involves an active relationship with work organizations that have the goal of making every effort for the success of the organization concerned. Employees who have high organizational commitment, means that employees will have full responsibility for their work and show optimal performance, so as to be able to make a meaningful contribution to the organization. The results of the study are in line with research conducted by Triana Fitriastuti (2013), Ariana Nurandini and Eisha Lataruva (2014) and Jumadi and Soelton (2018) showing that organizational commitment has a positive effect on performance.

**The effect of organizational commitment on organizational citizenship behavior (OCB).**

Based on the hypothesis test in this study, the T-statistic value of 4,106 was obtained, the original sample value was 0.466, and the P value of 0.000. T-statistic value is greater than T-table value, 1.96. The original sample value shows a positive value, and the P Values value is less than 0.05. These results indicate that organizational commitment is a positive and significant influence on organizational citizenship behavior (OCB). The importance of building OCB in the work environment is inseparable from the commitment in the employee. The employee's commitment is the driving force behind the creation of OCB in the organization. Organizational commitment is one of the important factors influencing the creation of OCB in organizations (Gautam, Van Dick et al, 2004). According to Soelton and Jaya Rakasidhi (2018) stated that high organizational commitment will tend to display high OCB from employees, with an attitude of willingness to complete their work to the full and possess and carry out ethical principles in doing their work. The results of this hypothesis are strengthened by research conducted by Hidayat (2014), Putu Aditya Prabandewi and Ayu Desi Indrawati (2016), and Kadek Andi Darmawan and I Gst. Bgs. Honor Satrya (2018) states in his research, that organizational commitment has a positive and significant effect on organizational citizenship behavior (OCB).

### **The effect of organizational citizenship behavior (OCB) on performance**

Based on the hypothesis test in this study, the T-statistic value was 4,684, the original sample value was 0.501, and the P value of 0.000. T-statistic value is greater than T-table value, 1.96. The original sample value shows a positive value, and the P Values value is less than 0.05. These results indicate that organizational citizenship behavior (OCB) has a positive and significant effect on performance. According to Robbins and Judge (2012) Organizational Citizenship Behavior (OCB) is the behavior chosen and is not part of an employee's formal work obligations, but supports the effective functioning of the organization. Employee contributions that exceed their obligations and duties, but are done voluntarily without expecting benefits can improve performance. Therefore Organizational Citizenship Behavior (OCB) behavior is behavior that cannot be forced but emerges from each employee's personality. This is an added value for employees which is a form of prosocial behavior, which is positive, constructive, meaningful helping and beneficial social behavior for the organization. The results of this hypothesis are strengthened by the research of Dwi Wahyu Artiningsih and Shaydi Rasyid (2013) and Lelei Joy Chelagat, Chepkwony, Protus Kipro, and Ambrose Kemboi (2015) who stated that there was a significant positive effect between organizational citizenship behavior (OCB) on performance.

### **Effect of work life balance (WLB) on performance**

Based on the hypothesis test in this study the results obtained T-statistic value of 2.736, original sample value of 0.115, and P Values value of 0.000. T-statistic value is greater than T-table value, 1.96. The original sample value shows a positive value, and the P Values value is less than 0.05. These results indicate that the work life balance (WLB) has a positive and significant effect on performance. Schermerhorn (Ramdahani, 2013) states that when a person is able to balance work demands with personal and family needs, that person is at the stage of work life balance. When someone's life has experienced work-life balance, the individual will be very satisfied with the situation that is being lived. This balance is often the company does not pay attention, with the condition of employees who often overtime and lack of appreciation given by the company to employees. Though this balance leads to positive growth and development in work activities and / or outside work Research conducted by Joyce Mumbi Kamau and Viona Muleke (2013), Parkash Vir Khatri and Jyoti Behl (2013), Vidhya Sadhu Kshirsagar (2015), Asima and Asima and Levi Nilawati (2016), and MDVS Mendis and WAS Weerakkody (2017) reinforce this hypothesis because it shows that work life balance (WLB) has a positive and significant effect on performance.

### **Effect of work life balance (WLB) on organizational citizenship behavior (OCB)**

Based on the hypothesis test in this study, the T-statistic value of 2,616 was obtained, the original sample value was 0.259, and the P value of 0.010. T-statistic value is greater than T-table value, 1.96. The original sample value shows a positive value, and the P Values value is less than 0.05. These results indicate that the work life balance (WLB) has a positive and significant effect on organizational citizenship behavior (OCB). According to Fisher (2009) when in a person's life has experienced work-life balance, the individual will be very satisfied with the situation that is being lived. This balance between domains leads to positive growth and development in work activities. The company's lack of attention to work life balance causes people to look for ways to meet their individual needs, which is often contrary to collective interests and disrupts social interaction. The results of this hypothesis are strengthened by research of Rabindra Kumar Pradhan, Lalatendu Kesari Jena, and Itishree Gita Kumari (2016), Sofia Kadar Khan & I Chi Chen (2017), and Shailendra Kumar Chaturvedi & Hari Mohan Saxena (2017) which state that there is a significant influence significant positive between work life balance (WLB) and organizational citizenship behavior (OCB).

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusions**

Based on the research that has been done, the following conclusions can be obtained:

1. The higher commitment of ASN organizations to the organization will increase ASN organizational citizenship behavior (OCB) at the Aeronautical Engineering Center.
2. The higher the work life balance (WLB) provided by the organization to ASN will increase ASN's organizational citizenship behavior (OCB) at the Aviation Engineering Center.
3. The higher ASN organizational commitment to the organization will improve the performance of the Aeronautical Engineering Center.
4. The higher the work life balance (WLB) provided by the organization to ASN will improve the performance of the Aeronautical Engineering Center.
5. The higher organizational ASN organizational citizenship behavior (OCB) will improve the performance of the Aeronautical Engineering Office.

### **Suggestion**

- a. Based on the results of the description of respondents' answers can be seen from the lowest average value of the variable organizational commitment is on the KO8 indicator with the statement "many things in my life are disturbed if I decide to leave this organization". Therefore, suggestions that can be taken into consideration are expected by the company to be able to further increase the sense of employee needs in the company, both by improving the welfare of its employees, strong employee relations and a sense of belonging to the company.
- b. Based on the results of the description of respondents' answers can be seen from the lowest average value of the work life balance (WLB) variable is on the WLB13 indicator with the statement "because of work, my mood is better when at home". Therefore a suggestion that can be taken into consideration is that the company is expected to create a comfortable and not rigid working atmosphere for employees. Companies can hold joint sports such as gymnastics, badminton, futsal or other sports. Or national holiday celebrations and company anniversary celebrations. Giving rise to a good mood for employees.
- c. Based on the results of the description of respondents' answers can be seen from the lowest average value of the variable organizational citizenship behavior (OCB) on the OCB3 indicator, with the statement "I help others who are having

problems despite different parts". Therefore a suggestion that can be taken into consideration is that a company can create a work atmosphere that can increase employee solidarity not only in one section or division but between a section and division. Such as building a culture to greet each other, help each other and build good communication between coworkers and superiors and subordinates. Activities outside the office can also be done such as family gathering, outing, heart and mind, and breaking the fast together during the fasting month.

- d. Based on the results of the description of respondents' answers can be seen from the lowest average value of the performance variable is in indicator K1 with the statement "I am always on time in completing work". Therefore a suggestion that can be taken into consideration is that the company can provide deadlines or target completion time to employees in doing work. Deadline or target time has become one of the factors in evaluating the performance of employees. So that reward and punishment can be done to employees, to be able to motivate employees in improving performance. Besides that, controlling or monitoring can be done during the work, through weekly or monthly meetings conducted internally or inter-section.

As this research has limitations in conducting research, it is recommended for further researchers who want to examine the related variables contained in this study, namely organizational commitment, work life balance (WLB), organizational citizenship behavior (OCB) and performance, so that future researchers use other research objects and additional number of respondents in different research objects.

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