Research Article

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The Influence of Organizational Citizenship Behavior on Employee Performance with Teamwork as an Intervening Variable at BPJS Employment Tanjung Morawa Branch

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Abstract: *This research aims to examine the influence of organizational citizenship behavior on employee performance with teamwork as an intervening variable at BPJS Employment, Tanjung Morawa Branch. This type of research uses quantitative, this research was conducted at Bpjs Employment Tanjung Morawa Branch, the population used was 50 employees, 33 Tanjung Morawa, 8 Tinggi cliffs, Serdang Bedagai 9. The sample used was the entire population of 50 employees with a saturated sample being the sampling technique. The data sources used are primary data sources and data collection by distributing questionnaires. This research model uses phat analysis, and the measuring tool is the smart PLS application version 3.3.3. The results of this research are as follows: Organizational Citizenship Behavior has a positive and significant effect on Employee Performance with an original sample value of 0.743 and ap value of 0.000. Organizational Citizenship Behavior has a positive and significant effect on Teamwork with an original sample value of 0.906 and ap value of 0.000. Teamwork has a positive and insignificant effect on employee performance with an original sample value of 0.127 and ap value of 0.536. Organizational Citizenship Behavior has a positive and insignificant effect on Employee Performance through Teamwork indirectly with an original sample value of 0.115 and a P value of 0.540.*
Keywords*: Organizational Citizenship Behavior, Teamwork, Employee Performance.*

Introduction

Human resources are an important factor in an organization or company. In order for management activities to run well, the company must have employees who are knowledgeable and highly skilled and strive to manage the company as optimally as possible so that employee performance increases. Human resources (HR) are a key role for organizational success. Therefore, every employee is required to have knowledge, skills and abilities, must also have experience, motivation, discipline and high work enthusiasm, so that organizational performance is good and organizational goals can be achieved. Basically, humans have the ability to develop, have reason and thoughts, feelings, needs and hopes so that humans need special attention because these factors influence achievement, dedication, loyalty and love of work and organizational success. Therefore, to improve employee performance which will bring success to the organization and survive in an unstable competitive business environment, Human Resource Management is needed.

Employee performance is one of the important aspects that companies must pay attention to, because employee performance guides the company to achieve its goals. Employee performance is the result of a process that is referred to and measured over a certain period of time based on predetermined provisions and agreements. Performance in an organization is a benchmark for determining whether or not the organization is successful in achieving its stated goals. The performance of an organization is largely determined by the quality of the performance of the employees who work in it. Employee performance can be said to be good if the employee can carry out the tasks assigned to him completely, because in general

performance is assessed by what the employee has done and what work results have been achieved during work. There are many factors that influence performance, some of which are competency factors, employee loyalty factors, and job training factors implemented by the company.

Teamwork becomes a necessity in realizing work success. Collaboration in a team will be a driving force that has energy and synergy for the individuals who are part of the teamwork. A team is a unit consisting of two or more people who interact and coordinate their work for a specific purpose. This definition has 3 (three) components. First, two or more people are needed. Second, people in a team have regular interactions. Third, people in a team have the same goals. Every team and individual is closely related to cooperation that is built with awareness of achievement and performance. In cooperation, various solutions will emerge that are not resolved individually. The advantage that can be relied upon in collaboration in team work is the emergence of various synergistic solutions from various individuals who are members of team work. The implementation of team work is carried out because currently competitive pressures are increasing, experts state that the success of organizations will increasingly depend on team work rather than relying on prominent individuals. The meaning of the team concept lies in the expression that describes the emergence of synergy among people who bind themselves in a group called a team.

Organizations can be successful if they have employees who can carry out tasks outside their mandatory duties. In today's world of work, where tasks are mostly done in teams, organizations need employees who can demonstrate behavior, such as helping coworkers, volunteering to do extra work, respecting organizational rules and policies, accepting work environments that may not be ideal (Robbins and judge, 2015). Organizations need employees who voluntarily carry out tasks outside their job description. If an organization has employees like that, it will perform better than other organizations. Organizations not only demand in-role behavior, but also extrarole behavior. This extra-role behavior is called Organizational Citizenship Behavior (OCB) (Robbins and Judge, 2015). The phenomenon that occurs at Bpjs Ketenagakerjaan Tanjung Morawa Branch is the lack of teamwork in each division so that employee performance is not good and it takes a long time, only some employees collaborate between employees, each employee is more concerned with his own work rather than helping other employees. Many employees have Organizational Citizenship Behavior (OCB) towards other employees so that their performance is poor in terms of speed and accuracy.

Literature Review

According to Hasibuan (2016) performance is the work results achieved by a person in carrying out the tasks assigned to him which are based on skill, experience and seriousness as well as time. According to Rivai (2014), performance is real behavior displayed by each person as a work achievement produced by employees in accordance with their role in the company.

Employee Performance Indicators

According to Hasibuan (2013) there are employee performance indicators, namely as follows:

a. Work Quantity Is all production equipment and work that will be used or carried out.
b. Work Quality Is the achievement of the work produced
c. Collaboration Ability to handle work relationships between employees.
d. Utilization of time Use of work periods adjusted to organizational policy.

Teamwork

According to Davis (2014), teamwork is a group of people working together to achieve the same goal and this goal will be easier to achieve by teamwork rather than doing it alone. Meanwhile, according to Luessier and Achua (2015), a work team is defined as a unit consisting of two or more people with complementary skills and a commitment to common goals and shared hopes, where they hold responsibility for themselves.

Teamwork Indicator

Team Work indicators according to Davis (2014), include:

a. Shared responsibility, namely by giving responsibility for completing a job together, can create good cooperative relationships between employees.

b. Mutual contribution means that good contributions from other employees, both thoughts and energy, can create cooperation within the company or organization.

c. Directing maximum abilities, namely directing the abilities of each employee in the team members to the maximum, will make cooperation stronger and of better quality.

d. Effective communication, namely by building good and effective communication between employees, can determine the success of team collaboration in carrying out their duties and obligations at work.

Organizational Citizenship Behavior (OCB)

According to Permatasari (2017), OCB is individual behavior that is free (discretionary), which does not directly receive rewards from the formal reward system, and which as a whole (aggregate) will increase the efficiency and effectiveness of functions in the organization. According to Muhdar (2015), organizational citizenship behavior (OCB) is an activity model that enables organizations to intrinsically collaborate and relate in the context of an open system. For an organization to be effective, individuals must enter the system, be willing to perform roles with minimal criteria to achieve performance, and carry out innovative and spontaneous behavior to carry out organizational functions.

Organizational Citizenship Behavior (OCB) Indicators

According to Muhdar (2015) there are several dimensions of Organizational citizenship behavior, namely as follows:

1. Altruism (Helping) Prioritizing the interests of others. This dimension leads to providing assistance that is not an obligation to bear. When an employee provides assistance to another employee to complete a task in certain circumstances, for example an employee is recovering from illness.

2. Conscientiousness. Accuracy or doing it thoroughly, which refers to an employee carrying out assigned tasks in a way that exceeds or exceeds what is required. This dimension reaches far above and beyond the call of duty. Employees will be more polite and work together, creating a pleasant work environment.

3. *Sportsmanship* (sportsmanlike attitude) Sportsmanship is the condition or nature of being honest and generous, so that it emphasizes the positive aspects of the organization more than the negative aspects. Providing a sense of tolerance for disturbances at work, namely when an employee carries out unpleasant work without having to show complaints. Someone who has a high level of sportsmanship will increase a positive climate among employees. Employees will be more polite and more able to work together with others, creating a pleasant work environment.

4. *Courtesy*(kindness) Is kindness, politeness, morality or respect, including behavior such as helping someone to prevent a problem from occurring or reducing the development of a problem. Kindness (courtesy) refers to the act of teaching others before they carry out actions related to their work. A person who has this dimension is a person who respects and cares for other people.

5. *Civic Virtue.*Is behavior that participates in supporting the administrative functions of the organization. This behavior takes the form of active employee participation in organizational relationships, for example attending meetings, answering letters and always following the latest issues concerning the organization. A person who has this dimension is a person who respects and cares for other people.

Method

This type of research uses casual associative quantitative research. According to Sugiyono (2016) quantitative research is research by obtaining data in the form of numbers or qualitative data in numbers. In his method, this researcher used the Associative Causal method. According to Sugiyono (2016), associative causal research is a causal relationship which aims to determine the relationship between two independent variables (influence) and a dependent variable (influenced). The location of the research was carried out at BPJS Employment Tanjung Morawa.

According to Sugiyono (2016) population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population used by researchers was 50 employees. According to Sugiyono (2016) the sample is part of the number and characteristics of the population.

Number of Samples

No.	BPJS Branch	Amount
1	Cape Morawa	33
2	High cliff	8
3	Serdang Bedagei	9
	Total	**50**

The sample used was the entire existing population, namely 50 employees using a saturated sampling technique.

Data Analysis Method Data processing in this research uses smartPLS SEM (Partial Least Square - Structural Equation Modeling) software.

Evaluation of the Measurement Model (Designing the Outer Model)

The Outer Model, also often called (measurement model or Outer relation), defines how each indicator block is directly related to the latent variable. The equation for reflective indicators with blocks can be written as follows, Ghozali (2016):

Z: a+ß$_1$X + e

Y: a + ß2X + ß3Z + e

a. Convergent Validity

Convergent Validity testing is found for each construct indicator and is calculated using PLS (Partial Least Square). According to Ghozali (2016), an indicator is said to have good reliability if its value is greater

than 0.70, while a loading factor value of 0.50 to 0.60 can be considered sufficient. Based on this criterion, if the loading factor is below 0.50, it is dropped from the model.

b. Average Variance Extracted (AVE)

The average variance extraced (AVE) test means that each construct has the same correlation between the construct and other constructs in the model, which is said to have good discriminant validity values. So the recommended AVE value must be greater than 0.50, meaning that 50% or more of the variance of the indicator can be explained.

c. Discriminant Validity

Discriminant Validity testing, reflective indicators are assessed on the cross-loading between the indicator and the construct. An indicator is declared valid if it has the highest loading factor value for the target construct compared to the loading factor for other constructs, that the latent construct predicts the size of the block so they are better than the size of the other blocks.

d. Composite Reability

Composite Reability testing is used to test the reliability of instruments in a research model. A construct can be declared to have good reliability or the questionnaire used as a research tool and this is consistent, if across all variables the composite reliability or Cronbach alpha value is ≥ 0.70 Ghozali (2016).

Structural Model Testing / Hypothesis Testing (inner model)

The inner model, sometimes called (linear relations, substantive theory and structural model), describes the relationship between latent variables based on Ghozali's (2016) substantive theory. Structural model testing is carried out because looking at the R-square value is a goodness-fit model test. The stages of testing the structural model (hypothesis testing) use the following steps:

a. R-square. (R-Square) is used to measure how much endogenous variables are influenced by other variables, R-square results of 0.67 and above for endogenous latent variables in the structural model indicate the influence of exogenous variables (which influence) on endogenous variables (which are influenced) including in the good category. Meanwhile, if the result is 0.33 – 0.67 then it is included in the moderate category, and if the result is 0.19 – 0.33 then it is included in the weak category.

b. Hypothesis testing. The results of hypothesis testing of the estimated value will be that the structural model path relationship must be significant. This significant value can be obtained through a boostraping procedure. Look at the significance of the hypothesis by looking at the parameter coefficient values and the significance value of the Tstatistic in the bootstrapping report algorithm. The significance value of the T-statistic must be more than 1.96.

Results and Discussion

Assessing the Outer Model or Measurement Model. To determine the level of accuracy of markers in clarifying developing exogenous constructs as indicated by factor loadings. For questions in the early stages of development, a person's reflexive measures are said to be related if more than 0.6 to the measured development is considered adequate (Ghozali 2016). Figure 1 appears about the stacking figure:
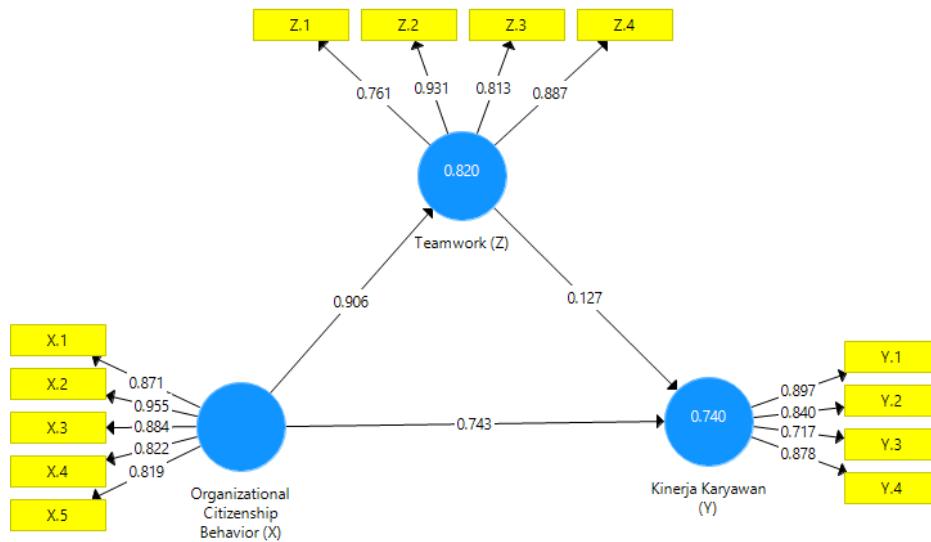
Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1:

$Z = b1X + e1$

$Z = 0.906 X + 0.820$

For substructure 2:

$Y = b2X + b3Z + e2$

$Y = 0.743 X + 0.127Z + 740$

Table 1. Outer Loadings

	Employee Performance (Y)	Organizational Citizenship Behavior (X)	Teamwork (Z)
X.1		0.871	
X.2		0.955	
X.3		0.884	
X.4		0.822	
X.5		0.819	
Y.1	0.897		
Y.2	0.840		
Y.3	0.717		
Y.4	0.878		
Z.1			0.761
Z.2			0.931
Z.3			0.813
Z.4			0.887

All loading factor values are> 0.6, so it can be concluded that the convergent validity of all constructs meets the needs of convergent validity. Additionally, the unwavering quality is known for Composite Reliability and Cronbach's Alpha. A development is said to have high quality if the Composite Reliability value is above 0.70 and Cronbach's Alpha is above 0.60

Discriminant Validity

Discriminant validity comes from a reflexive indicator measurement model which is evaluated by cross loading and then compared with the squared AVE value. If the AVE value for each construct is greater than the correlation value between the constructs in the model, then it can be said to have good discriminant validity values. For this method of assessing discriminant validity, the score obtained must be at least > 0.7. The results of cross loading in discriminant validity analysis are in the following table:

Table 2. Discriminant Validity

	Employee Performance (Y)	Organizational Citizenship Behavior (X)	Teamwork (Z)
X.1	0.696	0.871	0.771
X.2	0.854	0.955	0.869
X.3	0.773	0.884	0.896
X.4	0.687	0.822	0.657
X.5	0.715	0.819	0.728
Y.1	0.897	0.652	0.629
Y.2	0.840	0.783	0.661
Y.3	0.717	0.684	0.809
Y.4	0.878	0.726	0.561
Z.1	0.586	0.637	0.761
Z.2	0.739	0.867	0.931
Z.3	0.645	0.793	0.813
Z.4	0.741	0.767	0.887

We can see that the cross loading value means that each indicator is appropriate in explaining its respective dependent construct and proves that all items assessed with discriminant validity are valid.

Composite Reliability

In Haryono's book (2017) a construct can be said to be reliable if a limit value of ≥ 0.7 is acceptable and a value of ≥ 0.8 is very satisfactory. Below is a table containing the results of the compsite reliability analysis.

Table 3. Compsite Reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance (Y)	0.853	0.902	0.699

Organizational Citizenship Behavior (X)	0.920	0.940	0.760
Teamwork (Z)	0.871	0.912	0.724

Source: Smart PLS 3.3.3

In table 3 above, it can be seen in the Cronbach alpha column that the value for each variable is greater than 0.7, which means that the reliability data is reliable for the variable. The composite reliability column has a value greater than 0.6 so it can be explained that each variable is considered reliable because the data is greater than 0.6. You can see from the AVE column that each variable has a value greater than 0.7, which means the data is valid in AVE terms. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so they are considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and correct. The inspection stages carried out in the primary model assessment can be seen from several markers, namely:

1. Coefficient of Determination (R2)

Based on R2 a model can be classified as strong (≤ 0.70), medium (≤ 0.45) and weak (≤ 0.25). The following are the results of the R2 value:

Table 4. R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.740	0.729
Teamwork (Z)	0.820	0.817

Source: Smart PLS 3.3.3

Based on table 4 above, there is an R square value for the Employee Performance variable of 0.740 if the percentage is 74.0%, meaning that the influence of the Organizational Citizenship Behavior (OCB) and Teamwork variables on Employee Performance is 74.0% and the rest is on other variables. The R square value of the Teamwork variable is 0.820 with a percentage of 82.0%, meaning that the influence of the Organizational Citizenship Behavior (OCB) variable on Teamwork is 82.0% and the rest is on other variables.

Proving Hypothesis

The estimated value of the path coefficient between constructs must have a significant value. The significance of the relationship can be obtained by Bootstrapping or Jacknifing procedures. The resulting value is a calculated t-value which is then compared with the t-table. If the t-calculated value > t-table (1.96) at the significance level (5%) then the estimated value of the path coefficient is significant. This research has three testing hypotheses. The results of each test are presented below:

Table 5. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Citizenship Behavior (X) -> Employee Performance (Y)	0.743	4,175	**0,000**	**Accepted**
Organizational Citizenship Behavior (X) -> Teamwork (Z)	0.906	30,822	**0,000**	**Accepted**
Teamwork (Z) -> Employee Performance (Y)	0.127	0.619	**0.536**	**Rejected**

Source: Smart PLS 3.3.3

Based on the test results above, it can be explained as follows:

1. *Organizational Citizenship Behavior* has a positive and significant effect on employee performance with an original sample value of 0.743 and a p value of 0.000. This means that if OCB increases, employee performance will increase, whereas if OCB decreases, employee performance will also decrease.
2. *Organizational Citizenship Behavior* has a positive and significant effect on Teamwork with an original sample value of 0.906 and a p value of 0.000. This means that if OCB increases then teamwork also increases, conversely if OCB decreases then teamwork also decreases.
3. *Teamwork* has a positive and insignificant effect on employee performance with an original sample value of 0.127 and a p value of 0.536. This means that teamwork has a good effect on employee performance. If teamwork increases, it does not necessarily mean that employee performance will increase because if there is teamwork, there will definitely be employees who are not responsible for their duties and leave it to their team so that performance is not always good if a team is formed that is lacking. Good.

Table 6. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Citizenship Behavior (X) -> Teamwork (Z) -> Employee Performance (Y)	0.115	0.614	**0.540**	**Rejected**

Source: Smart PLS 3.3.3

Based on the test results above, it can be explained as follows: Organizational Citizenship Behavior has a positive and insignificant effect on Employee Performance through Teamwork indirectly with an original sample value of 0.115 and a P value of 0.540. This means that Teamwork is not an intervening variable because it cannot influence OCB and Employee Performance.

Closing

Conclusion

Based on the results obtained from the research above, the following conclusions can be drawn:

1. *Organizational Citizenship Behavior* has a positive and significant effect on employee performance at BPJS Employment Tanjung Morawa.

2. *Organizational Citizenship Behavior*has a positive and significant effect on Teamwork at BPJS Employment Tanjung Morawa.

3. *Teamwork*has a positive and insignificant effect on employee performance at BPJS Employment Tanjung Morawa.

4. *Organizational Citizenship Behavior*positive and insignificant effect on Employee Performance through Teamwork indirectly at BPJS Employment Tanjung Morawa.

Suggestion

After drawing conclusions, suggestions will be given as follows:

1. Organizations must appreciate and pay more attention to employees who, if they work, want to help their co-workers even outside of their work desk without any compensation, the nature of employees helping each other makes the work environment good and can be used as motivation for other employees because helping each other can complete work easily. .

2. If an organization wants to form a work team, it is best to first examine the situation of the organization and employees, whether there are employees who are at odds, whether there are employees who don't like each other to avoid mistakes in forming a team.

3. Organizations must supervise employee work to improve employee performance and avoid fatal errors at work.

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