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The Power of Extra-Role Contribution: How OCB and Organizational Commitment Shape Employee Performance in State-Owned Enterprises

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Abstract

This study aims to investigate and prove the direct and simultaneous impacts of Organizational Citizenship Behavior (OCB) and organizational commitment on employee performance, specifically examining how voluntary initiatives and institutional loyalty drive work outcomes. Methodology: The researcher applied a quantitative descriptive approach using a survey method. The study involved the entire population of 45 employees at a State-Owned Enterprise (BUMN) Bank Main Branch Office in Bandung as the sample. To process the primary questionnaire data, the researcher utilized path analysis, correlation testing, and hypothesis evaluations through t-tests and F-tests. Findings: The statistical evaluations reveal that both OCB and organizational commitment significantly elevate employee performance. Organizational commitment stands out as the most dominant driving force, delivering the highest direct impact on work outcomes. Furthermore, the analysis proves that the combination of OCB and commitment creates a massive simultaneous synergy, confirming that voluntary extra-role assistance and deep-rooted loyalty work together to maximize operational productivity. Implication: These findings urge corporate management to shift their focus beyond rigid technical targets. Bank leaders must actively design specific reward systems to appreciate employees who consistently help their peers, while simultaneously fostering transparent communication to strengthen the employees' sense of belonging and emotional ties to the company. Originality: While contemporary literature predominantly positions OCB and organizational commitment merely as mediating variables triggered by specific leadership styles, this research successfully re-establishes both constructs as independent, foundational pillars that directly and simultaneously dictate performance outcomes in the highly competitive banking sector.

Keywords: *Organizational Citizenship Behavior; Organizational Commitment; Employee Performance; Path Analysis; State-Owned Bank*

Introduction

Employee performance acts as the primary driving force that determines a company's operational effectiveness and efficiency. Essentially, these work outcomes represent how successfully the staff executes organizational strategies to realize the shared vision and mission. Reinforcing this concept, Vuong and Nguyen (2022) assert that companies must precisely manage and measure this performance to ensure every individual activity firmly anchors to business sustainability targets.

Furthermore, superior performance does not emerge instantly from a vacuum; instead, it demands companies to proactively design supportive working conditions. Management must facilitate an ecosystem that triggers the staff to continuously optimize their capacities. Zhenjing et al. (2022) empirically prove that workplace environment quality delivers a massive direct impact on shaping employee performance. Expanding this perspective into modern work dynamics, Ferrara et al. (2022) discovered that mature work system designs and guaranteed psychological well-being directly propel employees to contribute positively to the institution.

Grounded in this reality, organizations consistently place human resource quality development as an irreplaceable priority. When a company successfully builds an empowering work climate and the workforce responds with a high-performance track record, the institution will rapidly achieve its ultimate goals and securely lock its position amidst fierce competition.

The researcher identified a significant research gap after exploring recent trends in organizational behavior literature. Most contemporary studies tend to shift Organizational Citizenship Behavior (OCB) and organizational commitment away from their roles as primary performance determinants, reducing them to mere mediating variables. For instance, Hermanto et al. (2024) and Qalati et al. (2022) predominantly position OCB and commitment as bridges that connect transformational leadership styles to employee work outcomes. Ribeiro et al. (2022) found a similar pattern, positioning affective commitment as a catalyst that sparks OCB under the

influence of authentic leadership, rather than treating both constructs as independent, parallel forces.

Furthermore, the current research trajectory frequently fragments OCB into overly specific contexts. Abbas et al. (2022) strictly confine OCB to the realm of environmental concern (OCBE). Meanwhile, Schwarz et al. (2023) and Fan et al. (2023) actively dissect the connections between OCB and the dark side of employee psychology, such as psychological entitlement and counterproductive work behaviors. Pham et al. (2023) primarily highlight OCB through a human resource management lens focusing on the common good and personal ethics, without evaluating its measurable impact on the company's operational achievements.

This academic reality clearly exposes a substantial void in the field. Current literature seemingly overlooks the fact that voluntary initiatives to support peers outside formal job descriptions (OCB) and deep emotional ties to the company (Organizational Commitment) generate a remarkably strong driving force when they operate independently alongside one another.

This study takes a strategic approach to fill this exact void. The researcher repositions OCB and Organizational Commitment as two independent, parallel foundations to examine their direct impact on employee performance. Rather than relying on leadership interventions common in previous research trends, this study empirically proves that absolute personal initiative and strong employee loyalty act as independent drivers that simultaneously secure the company's survival and maximize its operational targets.

Grounded in the identified literature gap and operational phenomena, the primary focus of this study centers on proving how voluntary initiatives and loyalty actively shape staff work outcomes. Specifically, the researcher formulates the problem to examine how Organizational Citizenship Behavior (OCB) partially influences employee performance and to evaluate how organizational commitment independently impacts work quality and quantity. Beyond merely measuring individual influences, the researcher directs this problem formulation to prove their simultaneous interaction.

This approach explicitly answers whether blending high OCB levels with strong organizational commitment tangibly drives employee performance improvement within the respective institution.

Research Method

This study applies a quantitative approach with a descriptive design to dissect the phenomena occurring in the field. To gather primary data, the researcher adopted a survey method by distributing questionnaires. The researcher specifically utilized this instrument to help respondents easily read, understand, and answer the series of formulated questions.

The researcher targeted employees at a Main Branch Office (KCU) of a State-Owned Bank in the Bandung area as the research subjects. Given the manageable population size, the researcher involved the entire workforce of 45 employees to participate fully as the research sample.

To direct the measurement focus, the researcher operationalized three primary variables. First, the researcher measured Organizational Citizenship Behavior (X1) drawing on Luthans' (2018) concept. This variable assesses employee initiative in voluntarily delivering positive contributions to the company, going far beyond their formal job demands and obligations. Second, the researcher examined Organizational Commitment (X2). Grounded in Robbins and Judge's (2015) perspective, this measurement highlights how strongly individuals align themselves with the company, actively support institutional goals, and maintain a firm determination to retain their membership.

The researcher tested the impact of these two independent variables against the dependent variable, Employee Performance (Y). Utilizing the framework from Machmud and Sidharta (2025), the researcher evaluated this performance through concrete work outputs—both in quality and quantity—as employees execute managerial instructions according to their specific organizational roles.

After gathering the field data, the researcher conducted a verificative analysis to process the numbers statistically. This testing process employed correlation tests to determine the relationship strength between variables,

path analysis to map the specific distribution of influences, and the coefficient of determination to measure exactly how much the independent variables contribute to shaping employee performance.

Results and Discussion

The demographic profile reveals a male-dominated workforce, comprising 27 male employees (60%), while their female counterparts fill the remaining portion with 18 individuals (40%). Examining the age brackets, the data distributes the participants fairly evenly across three generational groups. Senior employees over 41 years old slightly dominate the population, numbering 16 individuals (36%). Mid-career workers aged 31-40 closely follow with 15 individuals (33%), while young professionals between 22-30 years old account for 14 people (31%).

Exploring their academic qualifications, the Bachelor's degree (S1) ranks as the most completed education level among respondents, covering 20 individuals (44%). Employees holding a Diploma degree (D3) secure the second spot with a total of 14 people (31%). Additionally, 6 employees (13%) holding Master's degrees (S2) and 5 individuals (11%) with high school backgrounds actively support the company's daily operations.

The respondents' track record of experience and tenure demonstrates a highly mature retention rate. The majority of the workforce, specifically 17 employees (38%), has served the company for over 5 years. Following this group, 14 people (31%) hold 3 to 5 years of working experience. Furthermore, 12 individuals (27%) are currently completing their 1 to 3 years of service. The researcher also recorded the smallest portion in the new-hire category, where only 2 people (4%) have just started their careers with less than 1 year of tenure.

To guarantee the quality of the data collection instrument, the researcher conducted validity and reliability evaluations across all questionnaire items. This process aims to prove that the measurement tools distributed to the respondents accurately target the intended metrics and maintain a high level of consistency.

During the validity testing phase, the researcher examined the accuracy of the 15 statement items constructing the Organizational Citizenship Behavior (X1) variable. Statistical calculations confirmed that all questionnaire items are completely valid. The correlation values spread across a safe range, starting from the lowest figure of 0.400 (for item X1.6) and peaking at the highest score of 0.873 (for item X1.12).

The researcher also proved the accuracy of the 15 instrument items measuring the Organizational Commitment (X2) variable. Data analysis verified that all statements for this variable are highly viable, yielding correlation values that span from 0.444 (for item X2.8) to 0.847 (for item X2.14). The researcher discovered an identical feasibility pattern when evaluating the Employee Performance (Y) variable. All 15 performance-measuring items successfully performed their functions, marked by validity scores ranging from 0.524 (for item Y1.14) to breaking the 0.806 mark (for item Y1.5). Because all items across the three variables generated positive correlations that exceeded the standard acceptance thresholds, the researcher declared the questionnaire fully valid for capturing field data.

After ensuring the instrument was free from defective items, the researcher advanced to the reliability testing phase to assess the questionnaire's consistency. This testing yielded highly satisfactory measurement coefficients. The Organizational Citizenship Behavior instrument recorded the highest consistency level, achieving a score of 0.930. The Organizational Commitment instrument closely trailed in second place, securing a reliability coefficient of 0.916. Meanwhile, the Employee Performance questionnaire also registered a robust reliability score of 0.898.

Considering that all three reliability values are exceptionally high and decisively surpass the minimum standard thresholds for measurement research, the researcher concluded that the instrument possesses excellent reliability.

Statistical evaluations prove that Organizational Citizenship Behavior (OCB) and organizational commitment successfully drive employee performance improvement when operating together. This evidence stems

from the model feasibility test (F-test) results, which generated an F-count of 84.305. This figure convincingly surpasses the F-table threshold (3.21) with a perfect significance level (0.000 < 0.05). Consequently, the combination of voluntary citizenship behaviors and strong institutional commitment tangibly creates a massive simultaneous impact on employee performance.

This table presents the coefficient values that indicate the exact magnitude of the direct impact produced by each independent variable, alongside their partial significance test results.

Table 1. Summary of Path Analysis and Hypothesis Testing

Hypothesis	**Path / Variable Influence**	**Path Coefficient (β)**	**Calculated Value**	**Sig.**	**Decision**
H1 (Partial)	Organizational Citizenship Behavior (X1) → Performance (Y)	0,379	t = 4,358	0,000	Accepted (Significant)
H2 (Partial)	Organizational Commitment (X2) → Performance (Y)	0,612	t = 7,049	0,000	Accepted (Significant)
H3 (Simultaneous)	X1 and X2 simultaneously → Performance (Y)	-	F = 84.305	0.000	Accepted (Significant)

Furthermore, the partial evaluation through the t-test validates the crucial role of each variable. OCB demonstrably improves performance independently, recording a t-count of 4.358—far exceeding the t-table threshold of 2.018—at a perfect 0.000 significance level. The path analysis reveals that OCB's driving force on this performance contributes a coefficient weight of 0.379.

Meanwhile, organizational commitment emerges as the most dominant factor in this research model. This variable recorded the highest t-count at 7.049 (p-value 0.000) and delivered the most substantial direct impact on employee performance, reaching a path coefficient of 0.612.

Beyond operating directly to elevate performance levels, these two independent variables actually interact closely with one another. The data captured a correlation rate of 0.609 between OCB and organizational commitment.

Decomposing the partial effects reveals the exact weight of each predictor, Direct and Total Contribution of OCB (X1): OCB demonstrably improves performance independently, recording a t-count of 4.358 (exceeding t_table= 2.018); (p = 0.000) with a path coefficient (β1) of 0.379. Path decomposition shows that OCB contributes 14.36% directly and 14.11% indirectly through its synergy with organizational commitment, yielding a total contribution of 28.47% toward employee performance. Direct and Total Contribution of Organizational Commitment (X2): Organizational commitment emerges as the dominant factor in this research model, recording the highest t-count at 7.049 (p = 0.000) and a path coefficient (β2) of 0.612. Through path decomposition, organizational commitment contributes 37.45% directly and 14.11% indirectly via OCB, accumulating a dominant total contribution of 51.59% toward employee performance. This solid connection between the independent variables establishes a rational foundation for the researcher to dissect further calculations regarding the indirect and total impacts, ultimately constructing a much more comprehensive final conclusion.

The first hypothesis evaluation proves that Organizational Citizenship Behavior (OCB) significantly drives employee performance improvement. Practically, this finding explains that employee initiatives to take on extra roles outside their formal job descriptions effectively resolve various daily operational hurdles. When employees at the State-Owned Bank actively support one another and willingly dedicate time to help struggling colleagues, they substantially lighten the team's overall workload. This culture of mutual assistance ultimately reduces task completion times and minimizes errors, directly elevating both the quality and quantity of individual work outputs. Mandira (2023) strongly reinforces this reality, highlighting that OCB serves as a crucial catalyst that unlocks effective employee engagement specifically within the demanding banking sector.

Furthermore, Singh and Banerji (2022) demonstrate that bank employees who consistently exhibit these voluntary citizenship behaviors cultivate a positive, collaborative work environment that maximizes team productivity and operational harmony. Shahi, Dahal, and Sharma (2022) further validate this phenomenon, emphasizing that when organizations successfully flourish such extra-role behaviors, they directly empower employees to execute their job characteristics with much higher efficiency and exceptional performance.

Through the second hypothesis evaluation, the researcher discovered that organizational commitment plays the most dominant role in boosting employee performance. Statistical evidence reveals that this variable delivers the largest direct impact on work outcomes, surpassing organizational citizenship behavior. This empirical finding confirms that a strong emotional bond between the workforce and the company triggers absolute work dedication. Individuals who feel a profound sense of belonging and intimately align themselves with institutional objectives actively mobilize their entire mental capacity and physical energy to achieve demanding banking targets. Arif et al. (2026) strongly corroborate this dynamic, proving that organizational commitment acts as a critical catalyst that substantially amplifies employee performance specifically within the banking industry.

These results perfectly align with the demographic reality on the ground, where the majority of employees have served the institution for over five years. Such extended tenure reflects their deeply rooted loyalty, which tangibly materializes into highly productive daily operations. Alnehabi and Al-Mekhlafi (2023) validate this exact phenomenon, highlighting that deep-seated organizational commitment and strong corporate identification not only elevate individual performance but also successfully suppress turnover intentions. Furthermore, Bashar et al. (2024) emphasize that when employees cultivate high involvement and reciprocal commitment within the banking sector, they consistently deliver superior operational execution and actively secure the company's long-term overarching success.

The third hypothesis evaluation confirms that blending Organizational Citizenship Behavior (OCB) and organizational commitment creates a massive synergistic force that simultaneously shapes employee performance. The researcher views these two elements functioning as a dual engine for corporate productivity. On one hand, OCB actively cultivates a harmonious, cohesive, and collaborative internal work climate among peers. Suryani et al. (2023) support this dynamic, noting that robust citizenship behaviors allow employees to genuinely thrive at work by building strong, ethics-driven interpersonal relationships. Furthermore, Iqbal and Parray (2025) highlight that OCB effectively bridges positive organizational culture with practical actions, ultimately reinforcing the social fabric of the workplace.

On the other hand, organizational commitment ensures that each individual remains fiercely loyal and strategically focuses their energy on achieving the company's long-term vision. Serhan, Nehmeh, and Sioufi (2022) validate this premise, proving that deep-seated organizational commitment securely anchors bank employees to their institutions, significantly reducing turnover intentions and preserving essential talent.

When voluntary social initiatives (OCB) seamlessly collaborate with institutional loyalty (commitment), banking institutions do much more than simply surpass numerical targets. Bhatti et al. (2022) emphasize that this exact combination of affective organizational commitment and supportive contextual behaviors decisively elevates overall performance within the banking sector. Ultimately, this powerful synergy enables companies to secure the stable, high-tier service quality necessary to survive and dominate amidst fierce industry competition.

Conclusion

This study concludes that organizational citizenship behavior and organizational commitment convincingly act as the primary foundations in boosting employee performance. Field data analysis confirms that voluntary mutual assistance and strong loyalty bonds successfully generate high-quality work outputs, both when operating independently and when

blending simultaneously. Between these two performance drivers, organizational commitment takes the most dominant control in spurring the employees' total physical and mental dedication to achieve banking operational targets.

The researcher acknowledges that the data collection process in this study contains several limitations. First, the scope of the investigation centers exclusively on a single Main Branch Office of a State-Owned Bank in the Bandung area, involving a relatively limited sample size. This demographic constraint prevents the research findings from being fully generalizable.

Considering the massive driving force of OCB and commitment, management can no longer merely pressure employees through rigid technical targets. Corporate leaders must design strategies that actively facilitate a collegial work climate, for instance, by implementing specific reward systems for staff members who consistently demonstrate the initiative to help their peers. Furthermore, the managerial board needs to continuously nurture the employees' sense of belonging—through transparent communication and guaranteed career development—to ensure their emotional ties with the company remain firmly rooted.

The researcher highly recommends future scholars to combine quantitative survey methods with qualitative approaches, such as in-depth interviews, to uncover the hidden psychological motives behind the formation of employee loyalty. Furthermore, injecting contemporary variables into the analytical model—such as work-life balance, mental well-being climate, or adaptive leadership styles—holds immense potential to generate a much richer and more precise scientific landscape.

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Conflicts Of Interest

The authors declare no conflict of interest. The funders had no role in the design of the study; in the collection, analyses, or interpretation of data; in the writing of the manuscript, or in the decision to publish the results.

Use Of Artificial Intelligence (AI)

The authors transparently disclose the use of AI Tool exclusively for the purpose of linguistic editing and grammatical refinement of the original draft. The authors maintain full responsibility for the manuscript's substantive content, data integrity, andfinal scientific conclusions.sion to publish the results.

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