

THE ROLE OF INNOVATIVE CITIZENSHIP BEHAVIOR IN IMPROVING EMPLOYEE PERFORMANCE

JAM

20, 2

Received, December '21

Revised, January '22

Accepted, January '22

Tomy Fitrio

Raja Marwan Indra Saputra

Puspa Dewi

Ivalaina Astarina

Department of Management Sekolah Tinggi Ilmu Ekonomi Indragiri, Indonesia

Abstract: This paper takes the dynamic capabilities (DCs) theory as a theoretical perspective to investigate the role of innovative citizenship behavior as a mediation model in the effect of organizational commitment and culture on the performance of Bank X employees in Indonesia empirically. The data were collected from 340 people and processed using Structural Equation Modeling (SEM). The study proposed innovative citizenship behavior as a strategy for improving employee performance based on the concept of organizational citizenship and innovative behavior. The results showed that organizational commitment and culture mediated by innovative citizenship behavior improve employee performance. That supports the hypothesis of the importance of innovative citizenship behavior in enhancing employee performance. These results strengthen the theory of dynamic capabilities (DCs), which states that reconfiguring internal drive, in this case, employees increases the company's competitive advantage in a dynamic environment.

Keywords: Dynamic Capabilities, Employee Performance, Innovative Citizenship Behavior, Organizational Commitment, Organizational Culture



Journal of Applied Management (JAM)
Volume 20 Number 2,
June 2022
Indexed in DOAJ -
Directory of Open Access
Journals, ACI - ASEAN
Citation Index, SINTA -
Science and Technology
Index, and Google
Scholar.

Cite this article as: Fitrio, T., R. M. I. Saputra, P. Dewi, and I. Astarina. 2022. The Role of Innovative Citizenship Behavior in Improving Employee Performance. *Jurnal Aplikasi Manajemen*, Volume 20, Number 2, Pages 263–275. Malang: Universitas Brawijaya. <http://dx.doi.org/10.21776/ub.jam.2022.020.02.05>.

Various employee performance studies have been repeatedly identified as an essential variable in improving organizational performance (Hasbi et al., 2021; Salih and Ahmed, 2019; Dirgahayu et al., 2020; Virgiawan et al., 2021; Zacharias et al., 2021). Many researchers link employee performance with commitment as one of the

drivers of employee performance (Becker, 1960; Brown, 1969; Buchanan, 1974; Grusky, 1966; Hall et al., 1970; Hrebiniak and Alutto, 1972; Sheldon, 1971; Wiener and Gechman, 1977).

Organizational commitment is an individual's behavior or actions. Additionally, some studies associate this commitment with people's attitudes towards an organization (Sheldon, 1971). It could also be identified when the goals of organizations and individuals are integrated or congruent (Hall et al., 1970). Innovation, Commitment, OCB, and organizational culture can significantly influence perfor-

Corresponding Author:
Tomy Fitrio, Department of
Management Sekolah Tinggi
Ilmu Ekonomi Indragiri,
E-mail: tomy@steindragiri.ac.id, DOI: <http://dx.doi.org/10.21776/ub.jam.2022.020.02.05>

mance (Achi and Maamari, 2021; Hasbi et al., 2021). Logically performance relates to dynamic capabilities that are constantly changing.

Organizational commitment is directly related to job satisfaction, affecting competitiveness and profitability (Gajic, et al., 2021). That implies that the commitment significantly and directly influences the employees' performance (Park et al., 2021; Donkor et al., 2021; Almazrouei and Zacca, 2021; Ekowati and Sani, 2020; Ahmad and Raja, 2021).

Organizations combine people or individuals to pursue specific goals (Ajzen and Fishbein, 1980). Corporate culture guides employees in using cultural words to express individual behavior. A study of organizational behavior before the 1980s found that culture was the most critical factor. Subsequently, businesses are interested in the cultural dimension with the most extreme effect on organizational behavior.

The definition of organizational culture is very complex and difficult to describe. Management scholars have often explained several times without reaching a consensus on a single definition (Gupta and George, 2017). However, organizational culture is often presented based on two different principles. Some people suggest that it covers most areas of the organization, while others consider it an adhesive that keeps organizations together (Iivari and Huisman, 2007; Dowling, 1993). However, it is often defined as shared assumptions, values, and beliefs through its practices and objectives and helps members understand the organization's functioning (Dubey et al., 2017; Dubey et al., 2019).

Studies have linked organizational culture with many different behaviors and correlated it with employee performance (Mutonyi et al., 2021; Ferine et al., 2021; Avila and Cabrera, 2021), organizational citizenship behavior (Chang et al., 2021; Chidir et al., 2020), innovative work behavior (Jankelová et al., 2021; Prameswari et al., 2020). Luthans and Doh (2020) stated that culture has always existed in the organization but is hardly acknowledged by businesses. However, it permeates every critical component of the organization.

The DCs literature has extensively grown over the last three decades. The time horizon from 1990

to 1999 points out the foundation phase of DCs literature. Teece and Pisano published the seminal article on DCs in 1994. The term dynamic in DCs refers to the capacity of the firm to renew its existing competencies to handle a changing environment. The term capabilities refer to strategic management's vital role in integrating, adapting, or reconfiguring the firm's internal and external competencies and resources to match the changing environment (Sunder et al., 2019). In the literature, the resource-based view (RBV) and dynamic capabilities (DCs) are the main sustainability theories used to describe the internal drive of firms towards sustainability (Alsawafi et al., 2020). Several previous studies link dynamic capabilities (DCs) with performance (Fatoki, 2021; Aeknarajindawat, 2019; Wójcik and Mlinariè, 2021; Harguem, 2021).

Several studies disagree on the effect of organizational commitment on employee performance, with some stating that it has an impact (Park et al., 2021; Donkor et al., 2021; Almazrouei and Zacca, 2021; Ekowati and Sani, 2020; Ahmad and Raja, 2021). However, other studies found that organizational commitment does not affect employee performance (Arifin et al., 2020; Yiing and Ahmad, 2009). Several studies on the effect of corporate culture on employee performance, with some stating, that it has an impact (Mutonyi et al., 2021; Ferine et al., 2021; Avila and Cabrera, 2021). However, other studies found that organizational culture does not affect employee performance (Harjanti et al., 2020; Sukarman et al., 2018).

This disparity prompted this study to examine employee performance improvement with innovative citizenship behavior as a mediation variable. No other research has examined the mediation role of innovative citizenship behavior in improving employee performance.

Innovative citizenship behavior was developed by Fitrio et al. (2020). The study stated that organizational citizenship and innovative behavior are mediation variables in improving employee performance. Since then, these two concepts have been used in various studies as mediation variables. Innovative citizenship behavior is outside the duties and authority of the employee. Higher innovative

citizenship behavior potentially improves employee performance as a mediation variable between organizational commitment and culture.

Based on the differences in previous research on the effect of organizational commitment and organizational culture, the researchers provide solutions to improve employee performance with innovative citizenship behavior mediating variables. This study aimed to analyze the creative role of citizenship behavior in mediating the effect of organizational commitment and culture on employee performance. It is hoped that the results of this study can strengthen the theory of dynamic capabilities by creating internal competencies through innovative citizenship behavior that can improve employee performance in dealing with dynamic changes in the environment to win the competition.

LITERATURE REVIEW

Organizational Commitment

Studies on organizational commitment began to attract attention in the early 1980s, emphasizing work. Commitment to the organization is due to work pressures. Many people wonder why a person would voluntarily work for a non-profit organization and with a high commitment (Meyer and Allen, 1991). Furthermore, there was no consensus on organizational commitment, with debates regarding its true definition. According to Meyer and Allen (1991), organizational commitment has many constructs. Moreover, people become committed to organizations based on various factors. Both non-profits and other organizations require more complex knowledge than just choosing one approach.

Organizational commitment could be a psychological tool in achieving the expected performance (Setiawan and Ghozali, 2016). Furthermore, it encourages managers and subordinates to achieve organizational goals (Mowday et al., 1979; Franke and Felfe, 2011). It examined the conceptual framework, antecedents, correlations, and consequences of organizational commitment to job characteristics. The results showed that compensation, work climate, leadership, age, education, justice, and support influence organizational commitment. Further-

more, organizational commitment influences motivation, performance, citizenship behavior, wellbeing, desire to change or get out, absence, and work stress.

The current study adopts organizational commitment as a strategy for assessing the ability of employees to survive as members of the organization (Mowday et al., 1979). According to Robbins and Judge (2017), commitment shows a person's power in identifying their involvement in the organization. Commitment to a high organization means purifying it. Some previous studies suggested that organizational responsibilities affect employee performance (Park et al., 2021; Donkor et al., 2021; Almazrouei and Zacca, 2021; Ekowati and Sani, 2020; Ahmad and Raja, 2021). Therefore, *hypothesis 1 is* that organizational commitment positively affects employee performance.

Organizational Culture

Over the past few decades, the relationship between organizational culture and employee performance has attracted the interest of management studies. These studies are interested in organizational culture, motivation, leadership, organizational citizenship behavior, and employee performance (Virgiawan et al., 2021; Al-Madadha et al., 2021; Diana et al., 2021). Organizational culture creates the value of an institution from the manners and behaviors of each individual. Also, value is realized through collective attitudes and behaviors of the organization Lariviere et al., 2014)

Previous studies found that organizational culture affects employee performance (Mutonyi et al., 2021; Ferine et al., 2021; Avila and Cabrera, 2021). Therefore, *hypothesis 2 is* that organizational culture positively affects employee performance.

Innovative Citizenship Behavior as a Driver of Employee Performance Improvement

For decades, employee performance has been scrutinized in various contexts, disciplines, and cultures to understand performance-enhancing behaviors, concepts, and resources (Bono and Judge, 2003; Piccolo and Colquitt, 2006). Discovering and combining literature on behaviors and factors that im-

prove performance allows organizations to utilize, exploit, and invest in physical, cognitive, and emotional abilities (Habbershon, 2003; Pham et al., 2018).

Innovative Behaviors such as IWB (Janssen, 2000; Dhar, 2017), individual and team learning role engagement (Harms, 2015; Sun et al., 2016), citizen behavior organization (OCB) (Alshaabani et al., 2021; Turner and Connelly, 2021; Susanto et al., 2021) and LMX (McLarty et al., 2021; Hasib et al., 2020) are included in the critical descriptor, moderation, and mediation variable. Therefore, it requires scientific attention to promote organizational efficiency, performance, and growth.

Many empirical studies have examined different antecedents and other yield variables to understand individual behavior or employee performance. These variables include leadership, customer satisfaction, and performance used by (Ahearne et al., 2005). Also, leadership, resistance, empowerment, satisfaction, and performance were used (Vecchio et al., 2010). Moreover, Humborstad et al. (2014) used the variables of leadership empowerment, goal orientation, and performance. Similarly, the variables of turnover and performance were used by (Wong et al., 2014), while commitment, engagement, and performance were applied (Nazir and Islam, 2017). The learning and performance variables were used by (Vegt and Bunderson, 2005), while organizational

commitment, civic behavior, and performance were included (Asiedu et al., 2014). Similarly, different employee and employment models have been developed by empirical studies. They have been used as stand-alone models for specific jobs, such as military and managers (Viswevaran and Ones, 2000).

This study proposes innovative citizenship behavior to improve employee performance and competitive advantage based on the dynamic capabilities theory. Fitrio et al. (2020) stated that organizational citizenship and innovative work behavior improve employee performance.

This study focuses on organizational citizenship and innovative work behavior proven to improve employee performance. Syntheses were conducted on the two variables and developed a new concept known as innovative citizenship behavior. That is a voluntary creative behavior of individuals interested in helping colleagues and organizations. However, innovative citizenship behavior is beyond an individual's duties of authority and responsibility. Therefore, *hypothesis 3 states* that innovative citizenship behavior mediates the relationship between organizational commitment and employee performance. *Hypothesis 4 states* that innovative citizenship behavior mediates the relationship between organizational culture and employee performance.

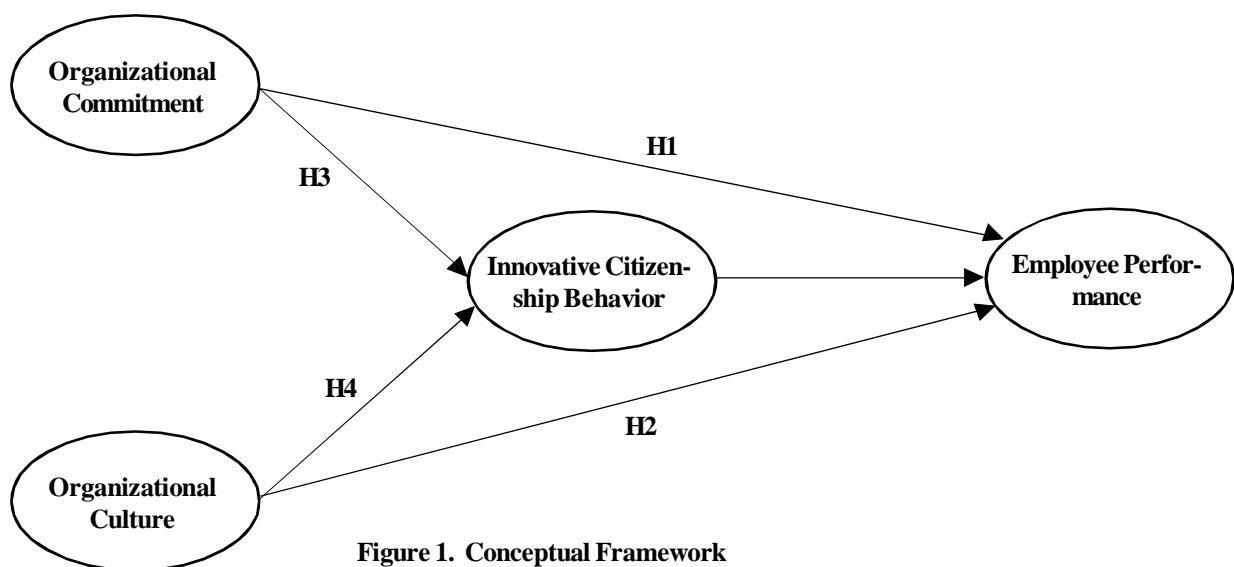


Figure 1. Conceptual Framework

To give a clearer theoretical framework, the following is a picture of the concept of the research:

METHOD

Sample and Data Collection

The model was tested using a sample of Indonesia's Bank X employees. This study recognizes the role of employee performance in improving the company's competitive advantage according to the dynamic capabilities theory. The model was tested on banking institutions because of their employees' consistency and productivity towards goal achievement. Therefore, data were collected from 125,602 Bank X employees using a survey questionnaire instrument. A total of 500 questionnaires were disseminated, of which 340 provided the data needed.

Variable Measurement

Organizational commitment was measured using the indicators from (Meyer and Allen, 1991; Mowday et al., 1979). The indicators used were organizational culture developed (Cameron and Quinn, 2011; Denison et al., 2012). They include dominant characteristics, organizational leadership and glue, employee management, strategic emphasis, and success criteria. Moreover, employee performance measurement concepts and indicators were developed (Mathis et al., 2017; Tsui et al., 1997). They include quantity and quality of results and attendance or timeliness.

A new concept that improves employee performance was developed from organizational citizenship behavior (Organ, 2009) and innovative work behavior (Scott and Bruce, 1994; Jong and Hartog, 2010). The concept, known as innovative citizenship behavior, synthesizes organizational citizenship

behavior variables and innovative work behavior, covering innovative altruism, civic virtue, and conscientious innovation.

RESULTS

Based on the gender of 340 respondents, the majority were women, 89%. The education of the respondents is 80% undergraduate. The age range of most respondents is 30 years to 45 years. The female gender represents the performance of employees who will be measured with a good education, which means that the respondents are educated. The age range of 25-40 years shows that the respondent is in a productive period, and the respondent's performance should be higher.

The data was analyzed using IBM-AMOS 24 SEM to test the model's feasibility and the relationship between its variables. Table 1 describes measurement items with standardized estimates and critical ratios to evaluate the construct validity of the concepts used in this research. The results were based on AMOS output from the confirmatory factor analysis (Arbuckle 2016). The scale, measurement, validity, and reliability of variables are in Table 1.

Hypothesis Testing

Analysis of goodness-of-fit models with chi-square statistics of 77,349 and 0.05 means that the accepted model is accepted. Similarly, other statistical measurement models, including GFI= 0.971, AGFI=0.959, TLI= 1,003, CFI= 1,000, and RMSEA are at the level of 0.000 which shows that the model is accepted (Arbukcle, 2016). Table 2 shows that the regression coefficient for H1 is 0.750, and H2 is 0.529.

Table 1. Scale, Measurement, Validity, Reliability

SCALE INDICATOR	SOURCE	Std Estimate	Critical Ratio	Convergent Validity-AVE	Construct Reliability
CFA EXOGENUS CONSTRUCT:					
<i>Organizational Commitment :</i>				0.799	1.691
<i>Affective Commitment</i>	Meyer and Allen (1991); Lincoln (1989)	0.848	18.085		
<i>Continuance Commitment</i>		0.833	17.559		
<i>Normative Commitment</i>		0.802	16.913		
<i>Pride in Organisation</i>		0.826	17.435		
<i>Organizational Culture:</i>				0.782	1.927
<i>Dominant Characteristic</i>	Cameron and Quinn (2011); Denison (2014)	0.845	16.032		
<i>Organizational Leadership</i>		0.824	15.637		
<i>Management of Employee</i>		0.837	15.975		
<i>Organization Glue</i>		0.807	15.411		
<i>Strategic Emphasis</i>		0.760	14.345		
<i>Innovative Citizenship Behavior:</i>				0.798	1.520
<i>Innovative Altruism</i>	Organ, (1988); Scott and Bruce (1994); Jong and Hartog, (2010).	0.819	15.536		
<i>Consciousness Innovation</i>		0.857	16.587		
<i>Innovative Civic Vertue</i>		0.804	15.620		
<i>Employee Performance:</i>				0.753	1.621
<i>Quantity of Results</i>	Mathis and Jackson 2011; Tsui, 1997	0.815	15.543		
<i>Quality of Results</i>		0.804	15.008		
<i>Presence or Timeliness</i>		0.760	14.268		

* Source: author data processing.

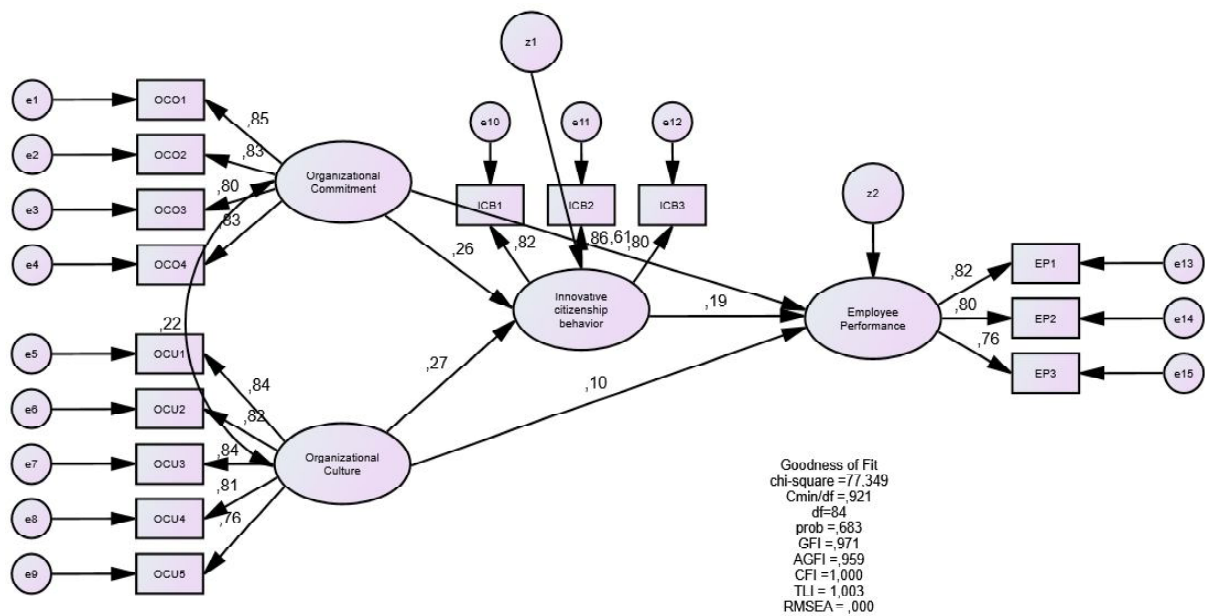
The model’s mediation effect was measured by a procedure adapted from Baron and Kenny (1986) based on four criteria. First, independent variables against dependent variables must have a significant regression coefficient. Second, independent variables must have a significant regression coefficient to mediation variables. Third, mediation variables must have a significant regression coefficient to dependent variables. Fourth, the coefficient of independent variable regression against dependent variables is significantly reduced when the mediation variable enters the four-step model, as shown in Table 2.

When innovative citizenship behavior is included in the model, organizational commitment to employee performance decreases from 0.750 to 0.189 and is insignificant. Similarly, the effect of organizational culture on employee performance decreases from 0.645 to 0.141. These results show that innovative citizenship behavior fully mediates the relationship between organizational commitment and employee performance. However, it partially mediates the relationship between organizational culture and employee performance. Empirical Research model testing is shown in picture 1.

The Role of Innovative Citizenship Behavior in Improving Employee Performance

Table 2. Structure of The Regression Coefficient

	Estimate	Std. error	Critical Ratio	P	Conclusion
H1: Organizational Commitment → Employee Performance	,750	,071	10,638	***	Supported
H2: Organizational Culture → Employee Performance	,529	,168	3,150	,002	Supported
H3: Innovative Citizenship Behavior mediates Organizational Commitment to Employee Performance					
Step 1: OCO → EP	,750	,071	10,638	***	Supported
Step 2: OCO → IWB	,242	,056	4,277	***	Supported
Step 3: IWB → EP	,189	,056	3,363	***	Supported
H4: Innovative Citizenship Behavior mediates Organizational Culture to Employee Performance					
Step 1: OCU → EP	,645	,059	8,991	***	Supported
Step 2: OCU → IWB	,302	,068	4,452	***	Supported
Step 3: IWB → EP	,141	,116	1,672	0.08	Not Supported at 0.05



Picture 1. Empirical Research model testing

DISCUSSION

This research identifies the most appropriate strategy for effectively transforming organizational commitment and culture to improve employee performance. Based on the accepted hypothesis and the level of relationship of the variables studied, the findings are as follows:

Organ (2009) and Janssen (2000) showed that innovative citizenship behavior resulting from synthesizing organizational citizenship and innovative work behavior improves employee performance. In this case, organizational commitment and culture accompanied by innovative citizenship behavior enhance employee performance. Therefore, innovative citizenship behavior is essential in enhancing employee performance.

Innovative altruism is an indicator of innovative citizenship behavior. It is interpreted as the voluntary behavior of innovative employees in helping colleagues improve performance. Therefore, employers or companies need to allow employees to assist in innovation, which drives employee performance.

Consciousness innovation is an indicator of innovative citizenship behavior. It is the innovative awareness of employees at work. Therefore, employers or companies must ensure innovative awareness to improve performance. That is based on the accepted hypothesis about the innovative citizenship behavior's mediation role in improving employee performance.

Innovative civic virtue as an indicator of innovative citizenship behavior is voluntary participation and support of organizational functions, professionally, socially, and naturally by employees accompanied by innovation. The hypothesis test of innovative citizenship behavior's mediation role in improving employee performance was accepted. Therefore, companies should allow employees to participate voluntarily in organizational functions to improve individual and organizational performance.

The hypothesis that organizational commitment affects employee performance was accepted. Park et al., 2021; Donkor et al., 2021; Almazrouei and Zacca, 2021; Ekowati and Sani, 2020; Ahmad and Raja, 2021 stated organizational commitment directly

influences the improvement of employee performance.

The hypothesis states that organizational culture affects employee performance was accepted. That is in line (Mutonyi et al., 2021; Ferine et al., 2021; Avila and Cabrera, 2021), which showed that organizational culture improves employee performance.

This study has introduced innovative citizenship behavior. The hypothesis was accepted that innovative citizenship behavior mediates organizational commitment and culture on employee performance. It shows the critical role of innovative citizenship behavior in improving employee performance. Therefore, leaders should be aware that one of the strategies for improving performance is making room for employees to work innovatively in different roles.

This research is different from previous research. Previous research on employee performance used mediating variables of organizational citizenship behavior, innovative work behavior, motivation, LMX, and job satisfaction (Alshaabani et al., 2021; Turner and Connely, 2021; Susanto et al., 2021; McLarty et al., 2021; Hasib et al., 2020). In this study, the researcher tried to synthesize a new concept developed from the OCB and IWB concepts that the author named innovative citizenship behavior.

Innovative citizenship behavior improves employee performance support (Fitrio et al., 2020). The study found that organizational citizenship and creative work behaviors improve employee performance. Innovative citizenship behavior is developed by synthesizing organizational citizenship and innovative work behaviors. Therefore, a company with high innovative citizenship behavior efficiently improves employee performance.

CONCLUSIONS

This study focuses on innovative citizenship behavior in improving employee performance. The model regression analysis results show that high consciousness innovation requires employers or companies to build awareness of the importance of innovation in improving employee performance. Innovative citizenship behavior fully mediates the im-

pect of organizational commitment on employee performance. Also, it partially mediates the influence of organizational culture on employee performance. Therefore, innovative citizenship behavior potentially improves employee performance.

IMPLICATIONS

These results strengthen the theory of dynamic capabilities, which states that reconfiguring employees increases the company's competitive advantage in a dynamic environment. Finally, one strategy to improve employee performance is to increase innovative citizenship behavior.

LIMITATIONS

The study evaluated the role of innovative citizenship behavior in improving employee performance. For future research, it is recommended to link innovative citizenship behavior with information technology. In this study, the researchers did not connect it with information technology. Researchers see the role of information technology today as making it easier for employees to work

RECOMMENDATIONS

It is suggested that banking management pay more attention to the innovative citizenship behavior of employees. The development of information technology further reduces the role of humans in work. For this reason, it is necessary to develop human resources so that employee performance is in line with technological developments in banking.

REFERENCES

- Achi, S. E. and Maamari, E. 2021. *The Mediating Effect of Coaching Acceptance between Employees' Creativity, Motivation, Commitment and OCB on Performance*. International Journal of Trade and Global Markets, 4(3).
- Aeknarajindawat, N. 2019. *Dynamic Capabilities and Internet of Things as Predictors of Supply Chain Performance in Thailand: Mediating Role of Operational Agility*. International Journal of Supply Chain Management, 8(5), 585-596.
- Ahearne, M., Mathieu, J., and Rapp, A. 2005. *To Empower or Not to Empower Your Sales Force? An Empirical Examination of the Influence of Leadership Empowerment Behavior on Customer Satisfaction and Performance*. Journal of Applied Psychology, 90(5), 945-955. doi:https://doi.org/10.1037/0021-9010.90.5.945.
- Ahmad, M. R. and Raja, R. 2021. *Employee Job Satisfaction and Business Performance: The Mediating Role of Organizational Commitment*. Vision, 25(2), 168-179. doi:10.1177/0972262920985949
- Ajzen, I. and Fishbein, M. 1980. *Understanding Attitudes and Predicting Social Behavior*. Englewood Cliffs: NJ: Prentice-Hall.
- Al-Madadha, A., Al-Adwan, A. S., and Zakzouk, F. A. 2021. *Organisational Culture and Organisational Citizenship Behaviour: The Dark Side of Organisational Politics*. Organizacija, 54(1), 36-48. doi:10.2478/orga-2021-0003.
- Almazrouei, H. and Zacca, R. 2021. *Influence of Organizational Justice and Decision Latitude on Expatriate Organizational Commitment and Job Performance*. Evidence-based HRM. doi:https://doi.org/10.1108/EBHRM-06-2020-0093
- Alsawafi, A., Lemke, F., and Yang, Y. 2020. *The Impacts of Internal Quality Management Relations on Triple Bottom Line: A Dynamic Capabilities Perspective*. International Journal of Production Economics, 232, 10-20. doi:10.1016/j.ijpe.2020.107927.
- Alshaabani, A., Naz, F., Magda, R., and Rudnák, I. 2021. *Impact of Perceived Organizational Support on Ocb in The Time of Covid-19 Pandemic in Hungary: Employee Engagement and Affective Commitment as Mediator*. Sustainability (Switzerland), 13(14). doi:https://doi.org/10.3390/su13147800.
- Arbukle, J. L. 2016. *IBM*SPSS*Amos*User Guide*.
- Arifin, A. H., Raza, H., Saputra, J., Puteh, A., and Sofyan. 2020. *The Mediating Role of Organizational Commitment: A Supply Chain Management for Examining the Effect of Quality of Work Life and Job Satisfaction on Employee Performance*. 9(4), 255-266.
- Asiedu, M., Sarfo, J. O., and Adjei, D. 2014. *Organisational Commitment and Citizenship Behaviour: Tools to Improve Employee Performance. An Internal Marketing Approach*. European Scientific Journal, 10(4), 288-305.
- Avila, E. C. and Cabrera, H. I. 2021. *ICT Competence, Organizational Culture, Motivation, and Task Performance among the Employees of One Polytechnic University Branch*. Journal of Physics: Conference Series, 1933(1), 1-6. doi:10.1088/1742-6596/1933/1/012121.

- Bagozzi, R. P. 1981. *Attitudes, Intentions, and Behavior: A Test of Some Key Hypotheses*. Journal of Personality and Social Psychology, 41(4), 607-627. doi: <https://doi.org/10.1037/0022-3514.41.4.607>.
- Baron, R. M. and Kenny, D. A. 1986. *The Moderator-Mediator Variable Distinction and Social Psychological Research: Conceptual, Strategic, and Statistical Considerations*. Journal of Personality and Social Psychological, 51(6). doi: <https://doi.org/10.1037/0022-3514.51.6.1173>.
- Becker, H. S. 1960. *Notes on the Concept of Commitment*. American Journal of Sociology, 66, 32-42. Retrieved from <http://dx.doi.org/10.1086/222820>.
- Bono, J. E. and Judge, T. A. 2003. *Core Self-Evaluations: A Review of the Trait and its Role in Job Satisfaction and Job Performance*. European Journal of Personality, 17, S5-S18. doi:10.1002/per.481.
- Brown, M. E. 1969. *Identification and Some Conditions of Organizational Involvement*. Administrative Science Quarterly, 14(3), 346-355. Retrieved from <https://doi.org/10.2307/2391129>.
- Buchanan, B. 1974. *Building Organizational Commitment: The Socialization of Managers in Work Organizations*. Administrative Science Quarterly, 19(4), 533-546. Retrieved from <http://www.jstor.org/stable/2391809>.
- Cameron, K. S. and Quinn, R. E. 2011. *Diagnosing and Changing Organizational Culture*. San Francisco: Willey & Sons Inc.
- Chang, W. J., Hu, D. C., and Keliw, P. 2021. *Organizational Culture, Organizational Citizenship Behavior, Knowledge Sharing and Innovation: A Study of Indigenous People Production Organizations*. Journal of Knowledge Management. doi:<https://doi.org/10.1108/JKM-06-2020-0482>.
- Chidir, G., Fayzhall, M., Sopa, A., Mustikasiwi, A., Asbari, M., and Purwanto, A. 2020. *The Role of Organizational Commitment, Organizational Culture and Mediator Organizational Citizenship Behavior (OCB) on Employees' Performance: Evidence from Indonesian Automotive Industry*. International Journal of Control and Automation, 13(2), 615-633.
- Denison, D., Nieminen, L., and Kotrba, L. 2012. *Diagnosing Organizational Cultures: A Conceptual and Empirical Review of Culture Effectiveness Surveys*. European Journal of Work and Organizational Psychology, 23(1), 145-161. doi:<http://dx.doi.org/10.1080/1359432X.2012.713173>.
- Dhar, S. G. 2017. *Employee Service Innovative Behavior: The Roles of Leader-Member Exchange (LMX), Work Engagement, and Job Autonomy*. International Journal of Manpower, 38(2). doi:<http://dx.doi.org/10.1108/IJM-04-2015-0060>.
- Diana, I. N., Supriyanto, A. S., Ekowati, V. M., and Ertanto, A. H. 2021. *Factor Influencing Employee Performance: The Role of Organizational Culture*. Journal of Asian Finance, Economics and Business, 8(2), 545-553. doi:10.13106/jafeb.2021.vol8.no2.0545.
- Dirgahayu, P. P., Kepramareni, P., and Sudja, I. N. 2020. *The Influence of Organizational Commitment, Quality of Work Life (QWL) on Organizational Citizenship Behavior (OCB) and Employees Performance: Study at Biro Pengadaan Barang/Jasa Sekretariat Daerah Province Bali*. Journal of Advanced Research in Dynamical and Control Systems, 12(1 Special Issue), 812-824. <https://doi.org/10.5373/JARDCS/V12SP1/20201133>.
- Donkor, F., Dongmei, Z., and Sekyere, I. 2021. *The Mediating Effects of Organizational Commitment on Leadership Styles and Employee Performance in SOEs in Ghana: A Structural Equation Modeling Analysis*. SAGE Open. doi:10.1177/21582440211008894.
- Douglas, T. H. and Scheneider, B. 1972. *Correlates of Organizational Identification as a Function of Career Pattern and Organizational*. Administrative Science Quarterly, 17(3), 340-350. Retrieved from <http://www.jstor.org/stable/2392147?origin=JSTOR-pdf>
- Dowling, G. R. 1993. *Developing Your Company Image Into a Corporate Asset*. Long Range Planning, 26(2), 101-109.
- Dubey et al., Dubey, R., Gunasekaran, A., and Papadopoulos, T. 2017. *Green Supply Chain Management: Theoretical Framework and Further Research Directions*. Benchmarking: An International Journal, 24(1), 184-218. doi:<http://dx.doi.org/10.1108/BIJ-01-2016-0011>.
- Dubey, R., Gunasekaran, A., Childe, J. S., Blome, C., and Papadopoulos, T. 2019. *Big Data and Predictive Analytics and Manufacturing Performance: Integrating Institutional Theory: Resource Based View and Big Data Culture*. British Journal of Management, 30, 341-361. doi:10.1111/1467-8551.12355.
- Ekowati, V. M. and Sani, A. 2020. *Spirituality at Work and Organizational Commitment as Moderating Variables in Relationship between Islamic Spirituality and OCB IP and Influence Toward Employee Performance*. Journal of Islamic Marketing, 11(6), 1777-1799. doi: <https://doi.org/10.1108/JIMA-08-2018-0140>.

- Farooq, R. 2016. *Role of Structural Equation Modeling in Scale*. Journal of Advances in Management Research, 13(1), 75-91. doi: <https://doi.org/10.1108/JAMR-05-2015-0037>.
- Fatoki, O. 2021. *Dynamic Capabilities And Performance of Hospitality Firms in South Africa: The Mediating Effect of Innovation*. GeoJournal of Tourism and Geosites, 36(2), 616-623. doi:10.30892/gtg.362spl08-690.
- Ferine, K. F., Aditia, R., Rahmadana, M. F., and Indri. 2021. *An Empirical Study of Leadership, Organizational Culture, Conflict, and Work Ethic in Determining Work Performance in Indonesia's Education Authority*. Heliyon, 7(7), 1-9. doi:10.1016/j.heliyon.2021.e07698.
- Fitrio, T., Budiyanto, and Agustedi. 2020. *The Rule of Organizational Citizenship Behavior and Innovative Work Behavior in Mediating The Influence of Organizational Commitment and Culture to Employee Performance*. Accounting, 6(7), 1351-1360. doi:10.5267/j.ac.2020.8.014.
- Fornell, C. and Larcker, D. F. 1981. *Evaluating Structural Equation Models with Unobservable Variables and Measurement Error*. Journal of Marketing Research, 18(1), 39-50.
- Franke, F., and Felfe, J. 2011. *How Does Transformational Leadership Impact Employees' Psychological Strain?: Examining Differentiated Effects and The Moderating Role of Affective Organizational Commitment*. Leadership, 7(3), 295-316. doi:10.1177/1742715011407387.
- Gajic, T., Petrovic, M. D., Radovanovic, M. M., Vukovic, D., Dimitrovski, D., and Yakovenko, N. V. 2021. *Women's Role in Organizational Commitment and Job Satisfaction in the Travel Industry—An Evidence from the Urban Setting*. Sustainability, 13(8395), 1-15. doi:<https://doi.org/10.3390/su13158395>.
- Grusky, O. 1966. *Career Mobility and Organizational Commitment*. Administrative Science Quarterly, 10(4), 488-503. Retrieved from <http://www.jstor.org/stable/2391572?origin=JSTOR-pdf>.
- Gupta, M. and George, J. F. 2017. *Toward The Development of a Big Data Analytics Capability*. Information & Management, 53(8), 1049-1064. doi:<https://doi.org/10.1016/j.im.2016.07.004>.
- Habbershon, T. G., Williams, M., and MacMillan, I. C. 2003. *A Unified Systems Perspective of Family Firm Performance*. Journal of Business Venturing, 18, 451-465. doi:10.1016/S0883-9026(03)00053-3.
- Hall, D. T., Schneider, B., and Nygren, H. T. 1970. *Personal Factor in Organizational Identification*. Administrative Science Quarterly, 15, 176-189.
- Hasbi, I., Pradana, M., and Saragih, A. L. P. 2021. *Literacy of Organizational Culture's Effects on Work Performance*. Academy of Strategic Management Journal, 20(1), 1-6. <https://www.scopus.com/inward/record.uri?eid=2-s2.0-85105789320&partnerID=40&md5=9207781afb58db9b0f6ea8b60ddeb49>.
- Harguem, S. 2021. *A Conceptual Framework on IT Governance Impact on Organizational Performance: A Dynamic Capability Perspective*. Academic Journal of Interdisciplinary Studies, 10(1), 136-151. doi:10.36941/ajis-2021-0012.
- Harjanti, W., Radiany, A. M., Shobikin, Sumaryono, R., and Suhermin. 2020. *Organizational Culture and Organizational Communication on Employee Performance with Organizational Commitment as an Intervening Variabel, A Case Study of Hospital Ibnu Sina*. Proceedings of the International Conference on Industrial Engineering and Operations Management, 2607-2620.
- Harms, R. 2015. *Self Regulated Learning, Team Learning and Project Performance in Entrepreneurship Education: Learning In a Lean Startup Environment*. Technological Forecasting & Social Change, 1-8. doi:<http://dx.doi.org/10.1016/j.techfore.2015.02.007>.
- Hasbi, I., Pradana, M., and Saragih, A. L. 2021. *Literacy of Organizational Culture's Effects on Work Performance*. Academy of Strategic Management Journal, 20(1), 1-6.
- Hasib, F. F., Eliyana, A., Arief, Z., and Pratiwi, A. A. 2020. *The Effect of Transformational Leadership on Employee Performance Mediated by Leader-Member Exchange (LMX)*. Systematic Reviews in Pharmacy, 11(11), 119-129. doi:10.31838/srp.2020.11.173.
- Hrebiniak, G. L. and Alutto, A. J. 1972. *Personal and Role-Related Factors in the Development of Organizational Commitment*. Administrative Science Quarterly, 17(4), 555-573. Retrieved from <http://www.jstor.org/stable/2393833?origin=JSTOR-pdf>.
- Humborstad, S. I., Nerstad, C. G., and Dysvik, A. 2014. *Empowering Leadership, Employee Goal Orientations, and Work Performance: A Competing Hypothesis Approach*. Personnel Review, 43(2), 246-271. doi:<https://doi.org/10.1108/PR-01-2012-0008>.
- Iivari, J. and Huisman, M. 2007. *The Relationship between Organizational Culture and the Deployment of Systems Development*. MIS Quarterly, 31(1), 35-

58. Retrieved from <http://www.jstor.org/stable/25148780>.
- Jankelová, N., Skorková, Z., Joniaková, Z., and Némethová, I. 2021. *A Diverse Organizational Culture and Its Impact on Innovative Work Behavior of Municipal Employees*. *Sustainability*, 13(6), 1-16. doi:10.3390/su13063419.
- Janssen, O. 2000. *Job Demands, Perception of Effort Reward Fairness and Innovative Work Behaviour*. *Journal of Occupational and Organizational Psychology*, 73, 287-302.
- Jong, J. D. and Hartog, D. D. 2010. *Measuring Innovative Work Behavior*. *Creativity and Innovation Management*, 19(1), 23-36.
- Kanter, R. M. 1977. *Some Effects of Proportions on Group Life: Skewed Sex Ratios and Responses to Token*. *American Journal of Sociology*, 82(5), 965-990. Retrieved from <http://www.jstor.org/stable/2777808?origin=JSTOR-pdf>.
- Lariviere, B., Keiningham, T. L., Cooil, B., Aksoy, L., and Malthouse, E. C. 2014. *A Longitudinal Examination of Customer Commitment and Loyalty*. *Journal of Services Management*, 25(1), 75-100. doi:10.1108/JOSM-01-2013-0025.
- Lawrence, G. H. and Joseph, A. A. 1972. *Personal and Role-Related Factors in the Development of Organizational Commitment*. *Administrative Science Quarterly*, 17(4), 555-573. Retrieved from <http://www.jstor.org/stable/2393833?origin=JSTOR-pdf>.
- Luthans, F. and Doh, J. P. 2020. *International Management Culture, Strategy and Behavior*. New York: McGraw Hill.
- Mary, E. S. 1971. *Investments and Involvements as Mechanisms Producing Commitment to the Organization*. *Administrative Science Quarterly*, 16(2), 143-150. Retrieved from <http://www.jstor.org/stable/2391824?origin=JSTOR-pdf>.
- Mathis, R. L., Jackson, J. H., Valentine, S. R., and Meglich, P. A. 2017. *Human Resources Management* (15 ed.). Boston: Cengage Learning.
- McLarty, B. D., Muldoon, J., Quade, M., and King, R. A. 2021. *Your Boss is The Problem and Solution: How Supervisor-Induced Hindrance Stressors and LMX Influence Employee Job Neglect and Subsequent Performance*. *Journal of Business Research*, 130, 308-317. doi:10.1016/j.jbusres.2021.03.032.
- Meyer, P. J. and Allen, J. N. 1991. *A Three Component Conceptualization of Organizational Commitment*. *Human Resource Management Review*, 61-89.
- Mowday, R. T., Steers, R. M., and Porter, L. W. 1979. *The Measurement of Organizational Commitment*. *Journal of Vocational Behavior*, 14, 224-247.
- Mutonyi, B. R., Slatten, T., and Lien, G. 2021. *Fostering Innovative Behavior in Health Organizations: A PLS-SEM Analysis of Norwegian Hospital Employees*. *BMC Health Services Research*, 21(1), 1-15. doi:10.1186/s12913-021-06505-1.
- Nazir, O. and Islam, J. U. 2017. *Enhancing Organizational Commitment and Employee Performance Through Employee Engagement: An Empirical Check*. *South Asian Journal of Business Studies*, 6(1), 98-114. doi:<https://doi.org/10.1108/SAJBS-04-2016-0036>.
- Organ, D. W. 2009. *Organizational Citizenship Behavior: It's Construct Clean Up Time*. *Human Performance*, 10(2), 85-97. doi:http://dx.doi.org/10.1207/s15327043hup1002_2.
- Park, J., Han, S. J., Kim, J., and Kim, W. 2021. *Structural Relationships among Transformational Leadership, Affective Organizational Commitment, and Job Performance: The Mediating Role of Employee Engagement*. *European Journal of Training and Development*. doi:<https://doi.org/10.1108/EJTD-10-2020-0149>.
- Pham, V. A., Tu, V. H., Nguyen, T. V., Ziegler, T., and Nguyen, T. Q. 2018. *New Records and An Updated List of Lizards From Son La Province, Vietnam*. *Herpetology Notes*, 11, 209-216.
- Piccolo, R. F. and Colquitt, J. A. 2006. *Transformational Leadership and Job Behaviors: The Mediating Role of Core Job Characteristics*. *Academy of Management Journal*, 49(2), 324-340.
- Porter, L. W., Steers, R. M., and Mowday, R. T. 1974. *Organizational Commitment, Job Satisfaction, and Turnover Among Psychiatric Technicians*. *Journal of Applied Psychology*, 59(5), 603-609.
- Prameswari, M., Asbari, M., Purwanto, A., Ong, F., Kusumaningsih, S. W., Mustikasiwi, A., and Sopa, A. 2020. *The Impacts of Leadership and Organizational Culture on Performance in Indonesian Public Health: The Mediating Effects of Innovative Work Behavior*. *International Journal of Control and Automation*, 13(2), 216-227.
- Richard, M. S. 1977. *Antecedents and Outcomes of Organizational Commitment*. *Administrative Science Quarterly*, 22(1), 46-56. Retrieved from <http://www.jstor.org/stable/2391745?origin=JSTOR-pdf>
- Robbins, S. P. and Judge, T. A. 2017. *Organizational behavior* (17 ed.). London: Pearson Education Limited.

- Salih, D. Q. M. and Ahmed, A. M. 2019. *The Impact of Organizational Values on Employee Performance, An Empirical Study on Banking Industry in Kurdistan Region*. Management Science Letters, 9(8), 1199–1206. <https://doi.org/10.5267/j.msl.2019.4.021>.
- Scott, S. G. and Bruce, R. A. 1994. *Determinants of Innovative Behavior: A Path Model of Individual Innovation in the Workplace*. The Academy Of Management Journal, 37(3), 580-607.
- Setiawan, B. M. and Ghozali, I. 2016. *The Effect of Budget Participation on Budgetary Slack in Local Government with Organizational Commitment and Environmental Uncertainty as The Moderating Variable*. International Journal of Applied Business and Economic Research, 14(10), 7099-7120.
- Sheldon, E. M. 1971. *Investments and Involvements as Mechanisms Producing Commitment to the Organization*. Administrative Science Quarterly, 16(2), 143-150. Retrieved from <http://www.jstor.org/stable/2391824>.
- Sukarman, Hamzah, N., and Ella, H. 2018. *Role of Work Motivation and Organizational Culture in Improving The Performance of Civil Servants and Organizational Citizenship Behavior (OCB) in Boalemo District Gorontalo Province*. International Journal of Scientific and Technology Research, 44-51.
- Sun, H., Teh, P. L., Ho, K., and Lin, B. 2016. *Team Diversity, Learning, and Innovation: A Mediator Model*. Journal of Computer Information Systems, 1-9. doi:<http://dx.doi.org/10.1080/08874417.2016.1181490>.
- Sunder, M. V., Ganesh, L. S., and Marathe, R. R. 2019. *Dynamic Capabilities: A Morphological Analysis Framework and Agenda for Future Research*. European Business Review, 31(1), 25-63.
- Susanto, A. B., Titisari, P., and Parwitasari, D. A. 2021. *The Impact of Organization Communication and Competence on The Quality of Employees Performance Through Organization Citizenship Behavior*. Quality, 22(182), 102-105.
- Tabachnick, B. G. and Fidell, L. S. 2012. *Using Multivariate Statistics (6 ed ed.)*. New York: Pearson Publisher.
- Tsui, A. S., Pearce, J. L., Porter, L. W., and Tripoli, A. M. 1997. *Alternative Approaches to the Employee-Organization Relationship: Does Investment in Employee Pay Off?.* The Academy of Management Journal, 40(5), 1089-1121.
- Turner, M. R., and Connely, S. 2021. *Helping in The Eyes of The Beholder: The Impact of OCB Type and Fluctuation in OCB on Coworker Perceptions and Evaluations of Helpful Employees*. Journal of Theoretical Social Psychology, 5(3), 269-282. doi:<https://doi.org/10.1002/jts5.92>.
- Vecchio, R. P., Justin, J. E., and Pearce, C. L. 2010. *Empowering Leadership: An Examination of Mediating Mechanisms Within a Hierarchical Structure*. The Leadership Quarterly, 21, 530-542. doi:10.1016/j.leaqua.2010.03.014.
- Vegt, G. V. and Bunderson, J. S. 2005. *Learning And Performance in Multidisciplinary Teams: The Importance of Collective Team Identification*. Academy of Management Journal, 48(3), 532-547.
- Virgiawan, A. R., Riyanto, S., and Endri, E. 2021. *Organizational Culture as a Mediator Motivation and Transformational Leadership on Employee Performance*. Academy of Strategic Management Journal, 20(2), 1-11.
- Viswevaran, C. and Ones, D. S. 2000. *Perspective on Models of Job Performance*. International Journal Of Selection Assessment, 8(4), 316-326.
- Wiener, Y., and Gechman, S. A. 1977. *Commitment: A Behavioral Approach to Job Involment*. Journal of Vocational Behavior, 10, 47-52.
- Wójcik, P. and Mlinariè, C. 2021. *The Impact of Cognitive and Behavioral Factors on The Export Performance: A Dynamic Capabilities Perspective*. European Business Review, 33(3), 427-449.
- Wong, K. Y., Lee, C. S., and Wong, W. P. 2014. *Knowledge Management Performance Measurement: Measures, Approaches, Trends and Future Directions*. Information Development, 1-9. doi: 10.1177/0266666913513278.
- Yiing, L. H., and Ahmad, K. Z. 2009. *The Moderating Effects of Organizational Culture on The Relationships Between Leadership Behaviour and Organizational Commitment and Between Organizational Commitment and Job Satisfaction and Performance*. Leadership and Organization Development Journal, 53-86. doi:10.1108/01437730910927106.
- Zacharias, T., Rahawarin, M. A., and Yusriadi, Y. 2021. *Cultural Reconstruction and Organization Environment for Employee Performance*. Journal of Ethnic and Cultural Studies, 8(2), 296–315. <https://doi.org/10.29333/ejecs/801>.