

e-ISSN: 2721-303X, p-ISSN: 2721-3021

Received: 18 January 2023, Revised: 10 February 2023, Publish: 3 March 2023

DOI: <https://doi.org/10.38035/dijefa.v4i1>

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## Organizational Citizenship Behaviour (OCB) towards Organizational Performance in the Hospitality Industry

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**Abstract:** The purpose of this study is to determine the pattern of determinants of tourism development for MSMEs in Indonesia which includes creative and innovative product variables, creative promotions and creative thinking patterns so that they have an impact on the variables of MSME development and MSME productivity. In this study, it is related to the development of MSME tourism, through the independent variables, namely creative and innovative products, creative promotions and creative thinking patterns, while the dependent variable is MSME development, and the moderating variable is MSME productivity. In this study the independent variable is related to MSME tourism development, such as creative and innovative product variables, creative promotion and creative mindset, the dependent variable is MSME development, with moderating variable MSME productivity. Through the results of research that has been stated that in order to increase the development of MSMEs and the productivity of MSMEs, MSMEs in the tourism industry are required to always increase the production of innovative and creative products, by developing a creative mindset, so that the business being pioneered can develop and be productive and generate profits that are profitable.

**Keywords:** Capability, Cooperation, Workers, Motivation, Organizational Performance, Work Effectiveness.

## INTRODUCTION

Having superior human resources and being able to improve abilities in their fields is one of the prides that an organization has within a company, having competent human resources is a sign that these human resources are superior and able to increase harmony and togetherness, as well as stability in the organization. stability in the organization is one measure that the organization is able to carry out all activities without any significant disturbance or conflict, so that it is able to concentrate on improving organizational performance. and also coordinate well with colleagues in other departments,so that it creates a strong synergy between the two which can make this organization able to improve its performance. In order to increase cooperation between fellow members in an HR

organization requires seriousness and high motivation in work, so that HR can easily carry out their duties and responsibilities properly, so that able to improve performance and productivity not only his own performance and productivity, but also the company's performance and productivity. Experts argueso as to be able to improve performance and productivity, not only the performance and productivity of himself, but also the performance and productivity of the company. Experts argueso as to be able to improve performance and productivity, not only the performance and productivity of himself, but also the performance and productivity of the company. Experts argue (Kaur & Randhawa, 2021) during the period 2016-2020 the number of workers in the hotel industry has decreased because they have not been able to implement Organizational Citizenship Behavior (OCB) properly. To see an overview of the number of Indonesian workers working in the hotel industry throughout Indonesia in the 2016-2020 period, see Table 1 below:

**Table 1. Number of Workers Working in the Hospitality Industry in Indonesia 2016-2020**

Year	Number of Labor Force in Indonesia (Person/Soul)	Number of Workers Working in the Hospitality Industry All over Indonesia (Person/Soul)
2016	118,411,973	6,251,257
2017	121,022,423	6,904,745
2018	126,282,186	7,766,077
2019	128,755,271	8,562,226
2020	131,064,305	8,543,794

Source: Indonesian Manpower Office, 2020

Based on Table 1 above, it can be concluded that the number of Indonesian workers working in the Hospitality Industry during the 2016-2020 period has decreased, even though organizations in the hotel industry have implemented Organizational Citizenship Behavior (OCB), but the number of human resources who have the capability There is very little good work, good cooperation, and has a high motivation to work to complete their duties, so that it directly affects the performance of the hospitality industry during 2016-2020, so that the effectiveness of the work carried out by HR in the hospitality industry is very low and affects the work productivity of the hospitality industry. alone. In this study, the independent variable is related to the ability of Organizational Citizenship Behavior, through the independent variables, namely the ability of HR, cooperation between fellow workers and high motivation of human resources, while the dependent variable is an increase in organizational performance, and the moderating variable is the effectiveness of the organization's work. The purpose of this research is to find out and analyze the HR capability variable, cooperation between fellow workers and high motivation of HR affect the variable of increasing organizational performance through moderating variables of organizational work effectiveness.

## LITERATURE REVIEW

### HR Capability

(Anwar et al., 2020)HR capability is a trait possessed by HR in order to improve its performance by encouraging the completion of tasks and obligations that should be carried out by the HR. (Bharadwaja et al., 2018) HR capability is something that makes HR have something that can complete everything that is done according to their field.(Anwar et al., 2020) HR capability is the empowerment that exists in individual HR to issue every expertise to complete their duties and responsibilities properly. Experts argue (Buil et al., 2016) HR capability is an effort made in boosting performance by mobilizing everything that is in the individual in order to create synergy in carrying out the real work provided by management. Experts argue (Chen et

al., 2018) HR capabilities can be seen from the empowerment of all that is owned by HR in order to increase work productivity not only for individuals, but also for work productivity and organizational or company performance.

### **Cooperation between Fellow Workers**

(Kasa & Hassan, 2015) cooperation between fellow workers is a sense of mutual help between each other in overcoming obstacles that can hinder working together. (SH Kim et al., 2019) cooperation between fellow workers is the desire to help fellow colleagues in the context of completing work as a whole. Experts argue (Kloutsiniotis & Mihail, 2020) cooperation between fellow workers is a sense of mutual help and mutual cooperation in order to complete every job given by the management. Experts are of the opinion (Lyu et al., 2016) Cooperation between each other is a sense of helping each other and working hand in hand in completing every task and responsibility that exists and is completed together. (Ma & Qu, 2011) cooperation between fellow workers can be seen from the coordination and joint work between fellow employees, both from one department, and other departments in order to complete tasks together.

### **HR High Motivation**

(WG Kim et al., 2020) High motivation is the driving force that is owned on an ongoing basis in order to improve the ability and cooperation to complete the existing tasks. (Ocampo et al., 2018) The high motivation of HR is a strong impetus to always take advantage of the capabilities possessed in order to improve the performance of SD and company performance. Experts argue (Özduran & Tanova, 2017) The high motivation of HR is a desire from within the individual to always be enthusiastic in carrying out their duties and responsibilities well in order to improve their performance and organizational performance. (Qiu et al., 2019) The high motivation of human resources is a great encouragement from individuals to continue trying to complete the tasks given in order to achieve organizational or company performance. Experts argue (Shagirbasha & Sivakumaran, 2021) The high motivation of HR can be seen from the enthusiasm and enthusiasm that exists in individuals who desire to complete their work in order to create good performance.

### **Organizational Performance Improvement**

(Tai et al., 2012) improving organizational performance is an effort made in order to increase work productivity on an ongoing basis. Experts argue (Tang & Tang, 2012) Improving organizational performance is an effort made in encouraging each individual in order to improve performance significantly. Experts argue (Taşkiran & yigün, 2019) Increasing organizational performance is a real effort made by every individual in the organizational structure in an effort to increase the ability to encourage the creation of organizational performance. Experts argue (Aguiar-Quintana et al., 2020) Improving organizational performance is a real effort made in encouraging parties in the organization to (Mr & Ngan, 2021) complete all work in order to increase work productivity and work effectiveness. Experts argue (D. Wang et al., 2021) Improved organizational performance can be seen clearly from the success of the parties in the organizational structure to be able to complete their work properly in order to increase work effectiveness..

### **Organizational Work Effectiveness**

(YC Wang et al., 2021) Work effectiveness is an individual's ability to be able to increase work productivity and improve performance. Experts argue (Xiong et al., 2019) work effectiveness is an ability that should be possessed, this ability can be measured to what extent it is able to improve organizational performance. Experts argue (Yang et al., 2021) Work

effectiveness is a systematic effort made to measure the extent to which the work done is able to make the company's performance improve. (Yen & Teng, 2013) Work effectiveness is an effort made to compare and measure the extent to which individual performance is able to increase organizational work productivity. (Zhang et al., 2017) The effectiveness of the organization's work can be seen from how effective the work carried out by each party is in raising the performance of the company or organization as a whole

## RESEARCH

The research method used is descriptive quantitative. Expert opinion (Sharps et al., 2021) This research method states that there is a real symptom that is taken by a hypothesis and its conclusion through substantive data analysis. For quantitative descriptive data analysis is done by using path analysis (path analysis). The population of this study is the workforce who work in the hotel industry in Indonesia as many as 8,543,794 people / person, the sampling technique in this study uses the simple random sampling method, the expert argues (Salmivaara et al., 2021) The sampling technique using the simple random sampling method is a sampling technique in which the sample is taken randomly according to the existing population through a lottery. In this case, the sample taken represents the workforce working in the hospitality industry in Indonesia as many as 400 workers using the slovin formula. Retrieval of questionnaires can be done by distributing questionnaires directly to the target workforce to be used as sample.

## RESULT AND DISCUSSION

### Regression Weights Analysis

**Table 2. Regression Weights Composite Model**

Table 2: Regression Weights Composite Model							
			Estimate	SE	CR	P	
HR Capability to Improve Performance	←---	Organizational	.263	.256	.350	.228	
Cooperation Between Fellow Organizational Performance Improvement	←---	Workers	.279	.252	.370	.256	
HR High Motivation Performance Improvement	←---	Organizational	-.214	.364	-.484	-.366	
HR Capability Effectiveness	Organizational	←---	Work	.271	.247	.246	.231
Cooperation Between Fellow Workers Organizational Work Effectiveness		←---		.365	.463	.280	.360
HR High Motivation Effectiveness	←---	Organizational	Work	-.227	.274	-.236	-.360

Source: Data processed, 2022

**Table 3. Composite Model Regression Weights**

		Estimate	SE	CR	P
Organizational Work Effectiveness Performance Improvement	Organizational	.223	.059	.258	.340

Source: Data processed, 2022

**Table 4 Standardized Regression Weights Composite Model**

		Estimate
HR Capability	<---	.263
Organizational Performance Improvement		
Cooperation Between Fellow Workers Organizational Performance Improvement	<---	.279
HR High Motivation Improvement	Organizational Performance	-.214
	<---	

HR Capability	Work Effectiveness Organization	.271
Cooperation Between Fellow Workers	Organizational Work Effectiveness	.365
HR High Motivation	Work Effectiveness Organization	-.227

Source: Data processed, 2022

**Table 5. Standardized Regression Weights Composite Model**

	Estimate
Organizational Work Effectiveness	.223
Performance Improvement	

Source: Data processed, 2022

Based on the results of the Composite Model Regression Weights analysis in Tables 2 and 3, it can be concluded that only the variable of human resource capability and cooperation between fellow workers has a significant effect on the variable of improving the organizational performance of the hospitality industry in Indonesia and the variable of organizational work effectiveness in the hospitality industry in Indonesia. In Indonesia, the estimate value of these two variables is 0.263 and 0.279 is greater than the significance level of 0.05. In addition, the variable work effectiveness of the hospitality industry organizations in Indonesia has a significant effect on the variable of increasing organizational performance in the hospitality industry in Indonesia, the estimate value of this variable is 0.223 which is greater than the significance level of 0.05.

**Table 6. Direct Effects**

	Organizational Performance Improvement	Organizational Work Effectiveness
HR Capability	.263	.271
Cooperation Between Fellow Workers	.279	.365
HR High Motivation	-.214	-.227

Source: Data processed, 2022

**Table 7. Standardized Total Effect**

	Organizational Performance Improvement	Organizational Work Effectiveness
HR Capability	.325	.314
Cooperation Between Fellow Workers	.224	.262
HR High Motivation	-.219	-.238

Source: Data processed, 2022

**Table 8. Direct Effects**

	Organizational Performance Improvement	Organizational Work Effectiveness
Organizational Performance Improvement	.000	.223
Organizational Work Effectiveness	.330	.000

Source: Data processed, 2022

**Table 9. Indirect Effect**

	Organizational Performance Improvement	Organizational Work Effectiveness
HR Capability	.242	.258
Cooperation Between Fellow Workers	.237	.361
HR High Motivation	.233	.347

Source: Data processed, 2022



Based on Table 9 above, it can be concluded that the HR capability variable has an indirect effect on the variable of increasing organizational performance in the hospitality industry throughout Indonesia through the work effectiveness variable of the hospitality industry organizations throughout Indonesia, from the output, the estimated value of 0.242 is positive. The variable of cooperation between fellow workers has an indirect effect on the innovative and creative product variable and has an indirect effect on improving organizational performance in the hospitality industry throughout Indonesia through the variable work effectiveness of the hospitality industry organizations throughout Indonesia, from the output results obtained an estimated value of 0.237 is positive.

## CONCLUSION

Based on the results of the research analysis, the conclusions that can be drawn are partially the ability of human resources and cooperation between fellow workers which have a significant effect on the variables of improving the performance of the hotel industry organizations in Indonesia and the variables of organizational work effectiveness in the hospitality industry in Indonesia, while Simultaneous variables of HR capabilities, cooperation between fellow workers and high motivation of HR indirectly have a significant effect on the variables of improving the performance of the hotel industry organizations in Indonesia through the work effectiveness of hospitality industry organizations throughout Indonesia. Through the results of research, it has been stated that to improve organizational performance in the hotel industry throughout Indonesia through the implementation of Organizational Citizenship Behavior (OCB) through increasing human resource capabilities and cooperation between fellow workers, by increasing the individual capabilities of human resources, as well as cohesive cooperation among fellow workers. , both among departments, as well as different departments will be able to increase the effectiveness of the organization's work and be able to improve organizational performance well and different departments will be able to increase the effectiveness of the organization's work and be able to improve organizational performance well and different departments will be able to increase the effectiveness of the organization's work and be able to improve organizational performance well.

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