

THE INFLUENCE OF SENSE OF MEANINGFULNESS AND SENSE OF TRUST ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ITS IMPLICATIONS ON PERFORMANCE OF EMPLOYEE : STUDY IN BP2IP MALAHAYATI ACEH

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ABSTRACT

The purpose of this study is to look at the influence of sense of meaningfulness and sense of trust on employee performance both directly and indirectly through organizational citizenship behavior (OCB). The population was all 115 employees of Sailing Education and Training Center (BP2IP) Malahayati Aceh, located in Banda Aceh, Indonesia. Sample was taken by census method, which means the entire population was sampled as many as 115 people. The results showed that 5 direct hypotheses in which all of them were accepted. For the indirect effect test of Sense of Meaningfulness on Employee Performance through OCB, it can be seen that the value of two tailed = $0.001 < 0.05$, then it was proven that the indirect effect was significant. Because both directly and indirectly through OCB were significant, the role of OCB variable here is a partial mediator. For the the indirect effect test of the effect of Sense Of Trust on Employee Performance through OCB showed the value of two tailed = $0.875 > 0.05$ then it was proven that this indirect effect is not significant. Because in this equation there was directly significant but through OCB was not significant, so in this case there was no indirect effect role of OCB. The result also showed that Sense of Meaningfulness had the greatest magnitude to improve employee performance. The interesting result in this research lies in the role of OCB in the model, which has the different roles in its two equations based on the two results of indirect effect tests. Sense of Meaningfulness can go through OCB to impact the employee performance, while sense of trust can't. This can be a reference for the further researchers to develop and enrich the model with other variables, and for the practical leaders especially the BP2IP Malahayati Aceh to use this research model to increase their employee performance.

Keyword: Sense Of Meaningfulness, Sense Of Trust, Organizational Citizenship Behavior (OCB), Employee Performance.

1. INTRODUCTION

Employee performance is a very important thing in an organization to achieve its goals. In organizing, the human resource factor is the main problem in every activity that is in it, because if the human resources in the organization performed poorly, then the goals of the organization cannot be achieved as planned, because the role of human resources in the organization is to

determine the success of the organization. On the other hand, the organization must also carry out social functions internally and externally to ensure the welfare of its members also has an impact on the survival of the organization.

To be able to produce good work performance, an organization must have a competitive advantage that is very difficult for other organizations to imitate, which can only be obtained from employees who are innovative, productive, creative, always enthusiastic and loyal. This will have a good impact on the satisfaction of services provided by employees to the people who need help. Employees who meet such criteria will only be possessed through the application of appropriate human resource management concepts and techniques with high morale and effective leaders and a supportive work environment.

As an organization, Sailing Education and Training Center (BP2IP) Malahayati Aceh that is located in Banda Aceh is required to produce performance in accordance with its main duties and functions, especially in the preparation of education and training plans and programs, the provision of lecture material, learning and practices in laboratories, simulators, workshops and fieldwork practices, as well as making an impact BP2IP Malahayati Aceh employees themselves, especially those relating to service to employees and employee development to be more efficient in the organization.

2. LITERATURE REVIEW

Employee Performance

(Danish, Ramzan and Ahmad, 2013) expressed performance is the work achieved by a person, a group of people in an organization, according to their respective authorities and responsibilities in an effort to achieve the objectives of the organization concerned legally, does not violate the law and is in accordance with morals and ethics. (Dessler and Angelica, 2016) said performance as a result of employee work is seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization.. Performance is a part of someone expected to function and behave in accordance with the tasks that have been given to him. (Rivai and Sagala, 2014).

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is an attitude of employee behavior carried out voluntarily, sincerely, happy without having to be governed and controlled by the company in providing good service (Organ, Podsakoff and MacKenzie, 2006). (Huang, You and Tsai, 2012) stated, OCB behavior is a term used to identify employee behavior. The behavior is defined "as behavior that benefits the organization or intends to benefit the organization which directly leads to the role of hope.

(Mowday, Porter and Steers, 2013) described Organizational Citizenship Behavior is the contribution of individuals in exceeding the demands of roles in the workplace. This OCB includes some of the behaviors that include helping others, volunteering for extra tasks, obeying rules and procedures at work. This behavior shows the added value of employees which is a form of prosocial behavior, that is positive, constructive and meaningful social behavior. Pengertian

OCB sebagai perilaku individu yang bebas, tidak berhubungan secara langsung atau eksplisit dengan sistem penghargaan dan dapat meningkatkan fungsi efektif organisasi (Alia, Darsono and Idris, 2018).

Sense of Trust

According to (Robbins and Coulter, 2016) in his book entitled "Management", there are five components of an employee trust to their leaders. The first is integrity in the form of honesty and the truth value of the leader. The second is competent where the leader has knowledge and technical skills and interpersonal relationships. The third is consistency, which is reliable, predictability, and overcoming every problem. The fourth is loyalty where the leader has a strong desire to protect and protect his employees. While the last thing is openness where the leader does not hesitate to share ideas and information freely.

To build employee trust is not as easy as turning a hand. Because trust is related to the seemingly simple nature of lies. Once someone lies, other people don't easily believe. Then there is the negative stigma of being a liar. Therefore, trust is not easy to build. It takes a relatively long time while only a few seconds of trust can quickly be broken. In other words, a person's trust is very sensitive. This is how the role of the unit leader is very important in building trust (Hajar, S., Lubis, A. R., & Lubis, P. H. 2018).

Sense of meaningfulness

(Harter, Schmidt and Hayes, 2002) postulated that everyone has a "desire for meaning," an innate urge to assume the meaning of his life. Meaningfulness in life makes work no longer a pleasant activity that is transactional, unhappy, comfortable burdened and leads to stress, but meaningfulness is in Life that can help create life in the world of work better at work, do it with the time this individual can help sustainability in terms of working through things that have been done. (Harter, Schmidt and Hayes, 2002).

Research paradigm

The paradigm for the thinking path in this study can be illustrated in Figure 1 below.

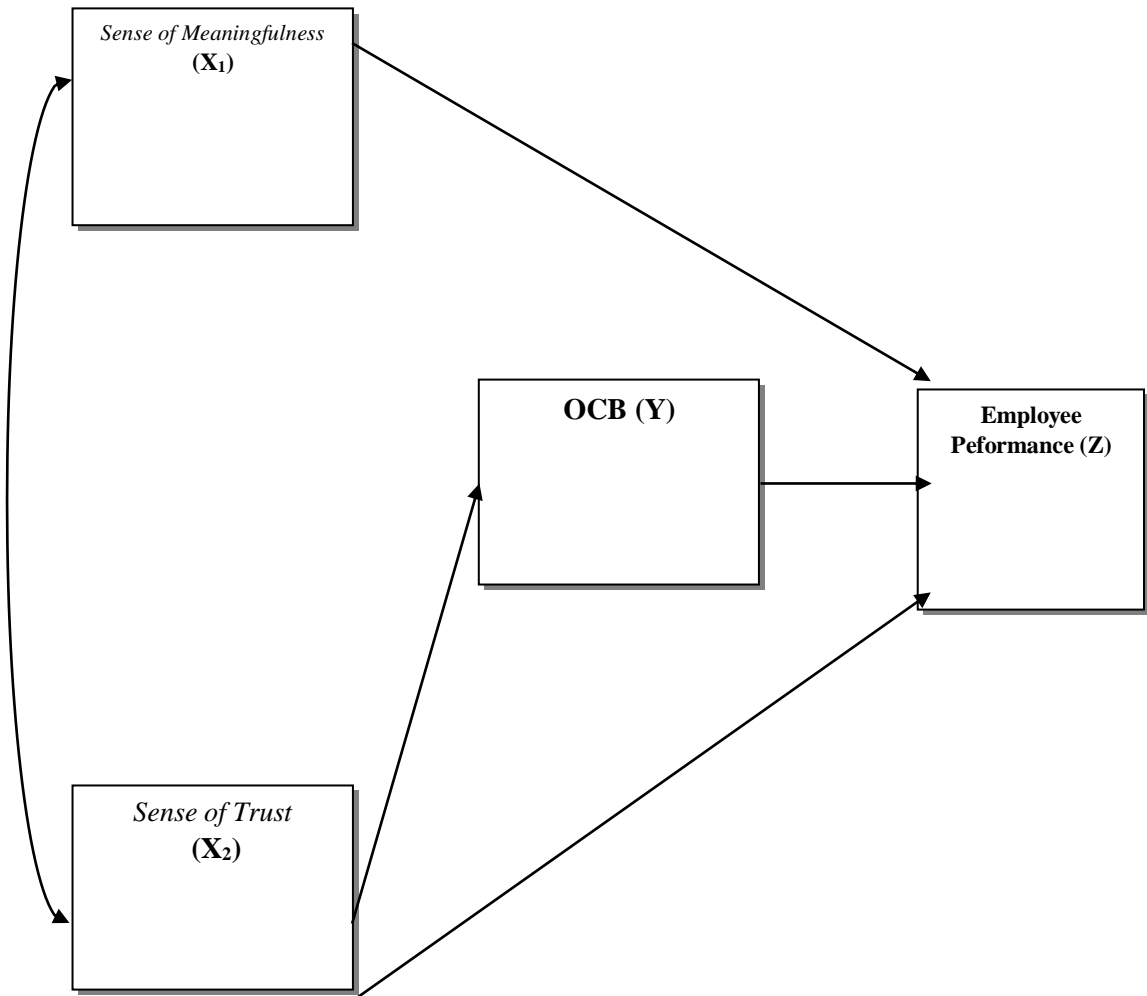


Figure 1 Research Paradigm

Hypothesis

Based on the phenomena and from the theoretical basis previously stated, then some alternative hypotheses can be stated as follows:

Ha₁ : Sense of Meaningfulness affects OCB.

Ha₂ : Sense of trust affects OCB.

Ha₃ : Sense of Meaningfulness affects the performance of employee.

Ha₄ : Sense of trust affects the performance of employees.

Ha₅ : OCB affects the performance of BP2IP Malahayati Aceh employee.

Ha₆ : Sense of Meaningfulness affects the performance of employee through OCB

Ha₇ : Sense of trust affects the performance of employee through OCB

3. RESEARCH METHOD

This research was carried out at BP2IP Malahayati Aceh. The research variables are the sense of meaningfulness, sense of trust, OCB, and employee performance of BP2IP Malahayati Aceh. The population were all employees at BP2IP Malahayati Aceh, amounting to 115 employees. This study used census technique to take the sample so the entire population was sampled, thus the total sample is 115 people as well. Data obtained was processed by the equation model technique that is multivariate statistical analysis technique which can be able to analyze not only the influence between variables, but also the relationship of variables with their respective indicators. The criteria for accepting Ha are Critical Ratio (CR) > 1.96 and Probability value (P) < 0.05.

4. RESULT AND DISCUSSION

Loading Factor measurement

Testing the validity of the loading factor can be seen in the following figure and table:

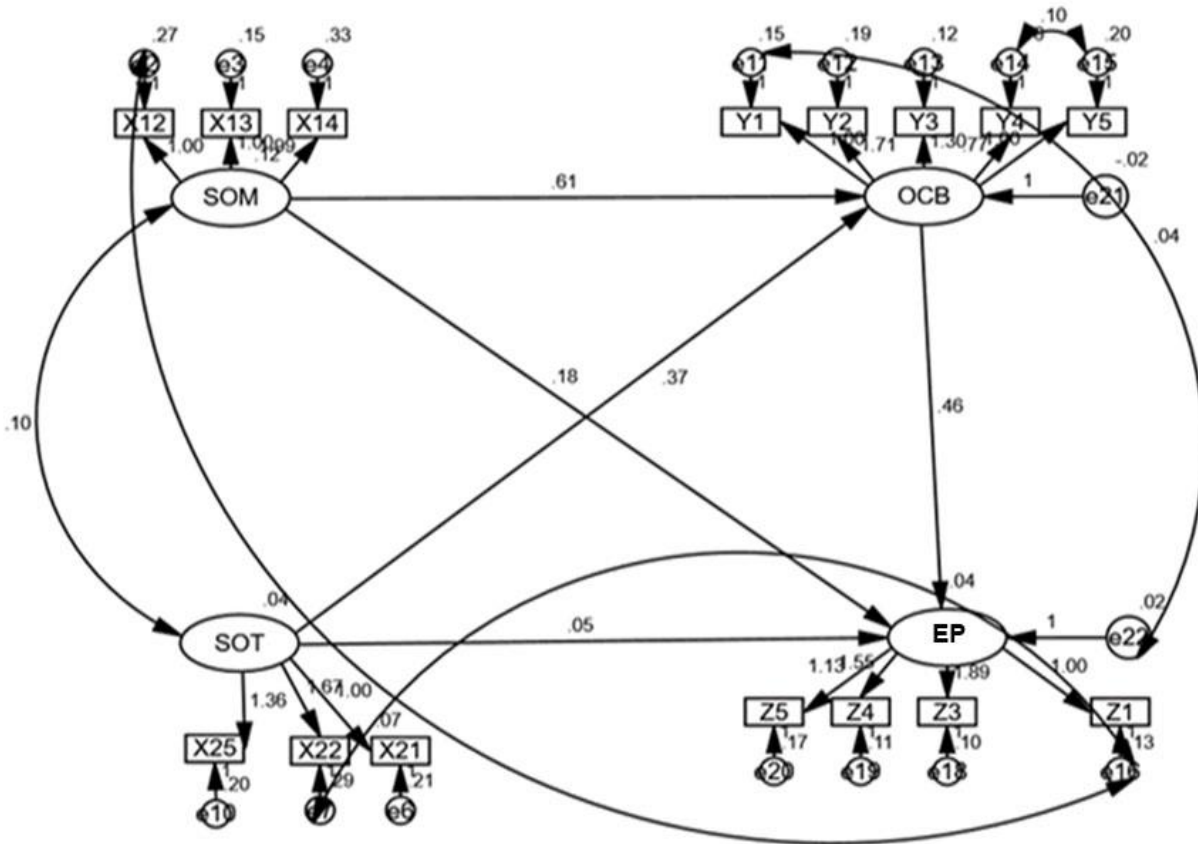


Figure 2 Loading Factor

The result indicates that several indicators of the research variable have a loading factor value below 0.5. The following table is the result of a net measurement test which can later be included in structural testing.

Table 1. Loading Factor

No	Indicator		Variable	Estimate
1	X12	<---	Sense of meaningfulness	.575
2	X13	<---	Sense of meaningfulness	.657
3	X14	<---	Sense of meaningfulness	.769
4	X21	<---	Sense of trust	.492
5	X22	<---	Sense of trust	.448
6	Y1	<---	OCB	.641

No	Indicator		Variable	Estimate
7	Y2	<---	OCB	.708
8	Y3	<---	OCB	.713
9	Y4	<---	OCB	.454
10	Y5	<---	OCB	.470
11	Z1	<---	Employee Performance	.563
12	Z3	<---	Employee Performance	.853
13	Z4	<---	Employee Performance	.731
14	Z5	<---	Employee Performance	.568
15	X25	<---	<i>Sense of trust</i>	.501

Table 1 shows the loading factors of all the indicators in the model, and have met the requirements for further processing because they have a loading factor > 0.5.

Table 2. Goodness of Fit

GOFI	Cut off Value	Analysis Results	Model Evaluation
Degree of Freedom (DF)	Positive (+)	Positive (+)	Well
χ^2 (Chi-Square)	Expected to be small	364,931	Well
Significant Probability	≥ 0.05	≥ 0.05	Well
CMIN / DF	≤ 2.00	≤ 1.76	Well
GFI	≥ 0.90	≥ 0.90	Well
AGFI	≥ 0.90	$\geq .86$	Well
PGFI	≥ 0.90	≥ 0.68	Well
NFI	≥ 0.90	≥ 0.50	Well
TLI	≥ 0.95	≥ 0.40	Well
CFI	≥ 0.95	≥ 0.52	Well
RMSEA	0.05 - 0.08	0.051	Well

Structural Analysis for Direct Hypothesis Test

The results of structural tests carried out have produced the information needed to answer hypotheses that have been built before whether proven or not. Figure 3 below illustrates the influence between variables:

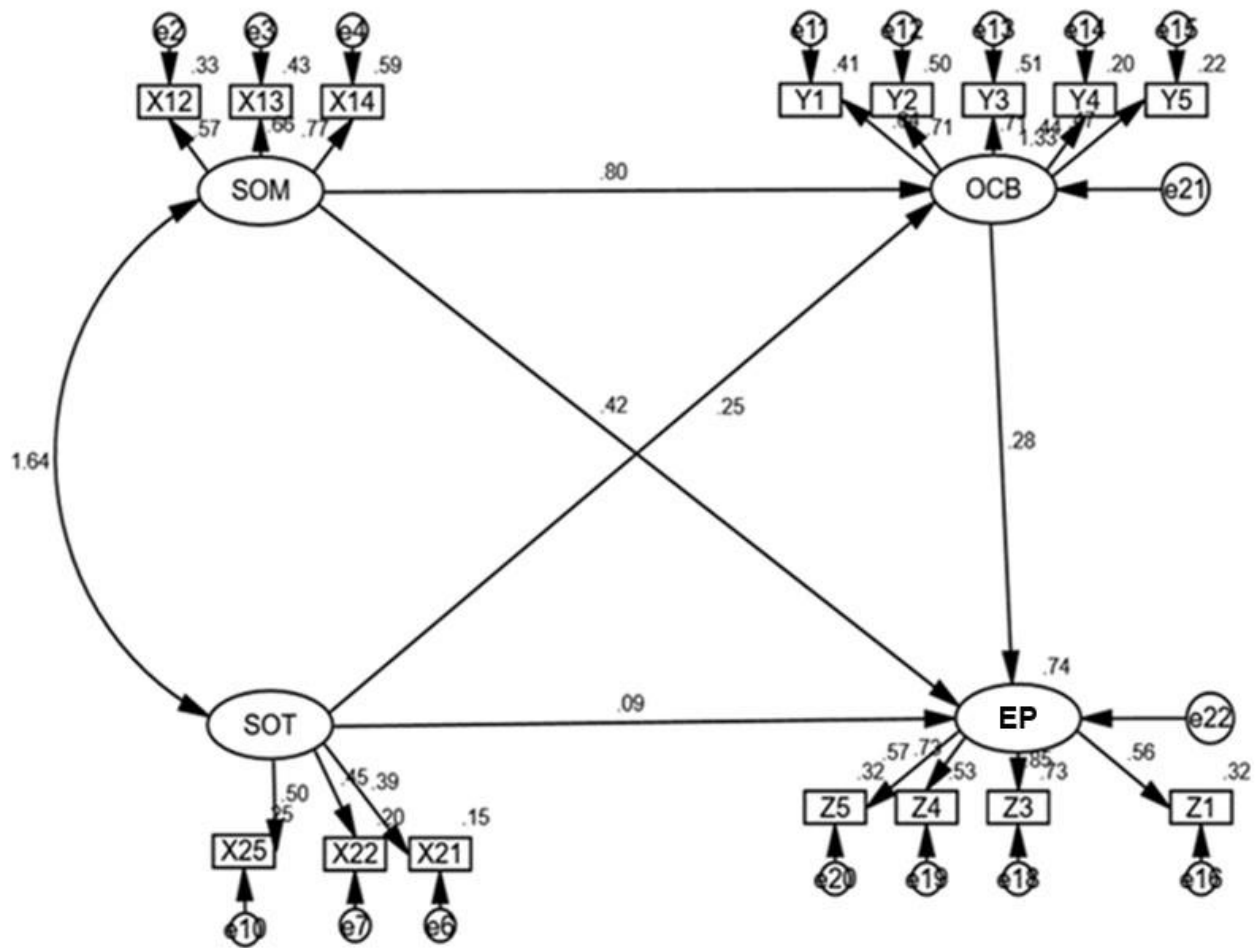


Figure 3. Structural Equation Model

The figure 3 explains the influences of variables that involve the sense of meaningfulness, sense of trust, OCB, and employee performance.

An overview of all hypotheses tests together with the results can be seen in the following Table 3:

Table 3. Direct Hypothesis Conclusion

No	Hypothesis	CR > 1.96	P value <0.05	Information
1	There is an effect of Sense of meaning fullness on OCB	6.325	***	accepted
2	There is an effect of Sense of trust on OCB	4.424	***	accepted
3	There is an effect of Sense of meaningfulness on Employee Performance	2.298	.022	accepted
4	There is an effect of Sense of Trust on Employee Performance	3.323	***	accepted
5	There is an OCB Effect on Employee Performance	2.070	.038	accepted

The test results of the 5 direct hypotheses that are overall significant or accepted have a CR value > 1.96 and a P value <0.05 so that they meet the minimum requirements of accepted hypothesis. In other words, the existing independent variables namely sense of meaningfulness and sense of trust have an influence to increase the dependent variable which is employee performance as long as the independent variable can be improved by the leadership or management of BP2IP Malahayati Banda Aceh.

Structural Analysis for Indirect Hypothesis Test

The following is an indirect hypothesis conclusion that is the influence of sense of meaningfulness and sense of trust on employee performance at BP2IP Malahayati Banda Aceh through OCB as shown in Table 4 below:

Table 4 Conclusion of Indirect Hypothesis

No	Indirect Hypothesis	P value <0.05	Beta	Information	The Role of Mediation
1	The Effect of Sense of Meaningfulness on Employee Performance through OCB	0.049	21.8 %	Accepted	Partial Mediating
2	The Effect of Sense of Trust on Employee Performance through OCB	0.060	6.73 %	Rejected	No Mediating

On the indirect effect of Sense of Meaningfulness on Employee Performance through OCB, it can be seen that the value of two tailed in Sobel test = 0.001 <0.05, then the indirect effect is significant. Because both directly and through OCB the effect of Sense of Meaningfulness on Employee Performance is significant, the role of OCB variables here is partial mediating.

On the indirect effect of Sense of Trust on Employee Performance through OCB, it can be seen that the value of p two tailed in Sobel test = 0.875 > 0.05 then it is proven that the indirect effect is not significant. Because it is directly significant but through OCB the influence of Sense Of Trust on Employee Performance is not significant, so in this case there is no indirect effect.

5. CONCLUSION

The conclusions reached to prove the hypotheses, both direct and indirect test are concluded as follows.

1. For the direct hypotheses tests, there are five hypotheses tested that are related to the influence of the independent variables on the dependent variables directly. The results showed the 5 hypotheses have proven significant, so it means that that the 5 variables tested at the BP2IP Malahayati Aceh were fit in that model.
2. For the indirect hypotheses tests, there are two hypotheses tested that are related to the the influence of the independent variables on the indirect dependents, namely the influence of sense of meaningfulness on employee performance through OCB, and the influence of sense of trust on employee performance through OCB. The results showed one indirect hypothesis is significant, while one other indirect hypothesis is not significant. The insignificant equation is in the influence of sense of trust on employee performance through OCB, which means that Employee Performance can only be improved by Sense of Trust directly without

having to go through OCB.

Some recommendation can be suggested.

1. To maintain the variable that has the highest average value, especially the Sense of Trust, so that its role in encouraging the improvement of other variables can be better continuously.
2. Of the 4 variables that determine the employee performance, the Sense of Meaningfulness variable has the greatest magnitude to improve employee performance. Therefore it is naturally that the management of BP2IP Malahayati gives special attention to this variable so that its role in improving the performance of BP2IP employees in the future will be better.
3. Because the influence of Sense of Trust on Employee Performance through OCB is insignificant, this means that employee performance can only be improved by Sense of Trust directly without having to go through OCB, so the consideration for the sense of trust must be oriented in affecting the employee performance directly.

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