




## An Analysis of the Effects of Working Tenure, Performance Allowance Satisfaction and Organizational Citizenship Behavior on Employee's Working Performance

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## 1. Preliminary

The performance of an organization is strongly influenced by the performance of individuals who join the organization where the characteristics of the individual will interact with the existing organizational structure; it will shape the performance of individuals which will then affect the overall performance of the organization. Balai Karantina Pertanian Kelas II Tanjungpinang as one of the government institutions that carries out public service functions is demanded to always improve the quality of its services.

The quality of service can be reflected in the performance of employees who are in it. Many factors are indicated to be the factors that influence the level of performance. According to Gibson, Ivancevich, Jr, and Konopaske (2012) the factors that affect individual performance are factors of individual variables consisting

of abilities and skills, background, and demographics. One demographic factor is years of service. Long working period is identical to a seniority in an organization. The extent to which workers can achieve satisfying results in work depends on their abilities, capabilities and specific skills to be able to carry out their work properly, therefore working tenure is an individual experience that will determine the growth in employment and work level (Due, 2017). The longer a person is in an organization with a certain job, it is suspected that he or she will have a high *job engagement* on the work or organization. According to Bakker (2011) these employees will work with enthusiasm and feel a deep relationship with the company where they work, encourage innovation and organizational progress.

In addition to the individual factors mentioned above, by granting the compensation, both directly and indirectly, this can also affect a person's performance. Compensation has a significant mean for an organization because it is reflecting the organization's efforts to maintain and improve the welfare of its employees. One form of compensation provided by the government in an effort to improve the performance of its apparatus is the provision of performance allowances. A good organizational performance requires the employees working in the organization to be able to behave in accordance with organizational expectations. The expected behavior is not only *in role behavior* (working according to job description only), but there is also *extra role behavior* (working beyond what is expected by the organization). Extra work behavior which exceeds the company's expectation will be called *the organizational citizenship behavior*.

### *1.1. The Performance*

The performance is the work result that can be achieved by a person or a group of people in an organization, in accordance with their respective authorities and responsibilities in achieving the goals of the organization legally, it is not against the law and in accordance with morals and ethics (Walsa & Ratnasari, 2016). Employee performance is a genuine achievement achieved by employees in carrying out their duties in accordance with the responsibilities given. Employee performance is measured based on standards or criteria set by the company (Cravens, Oliver, Oishi, & Stewart, 2015).

### *1.2. Working Tenure*

Working tenure is expressed as the length of work of an employee where this tenure will have a positive impact on employee performance and job satisfaction (Robbins & Judge, 2013). The period of work or working experience is the skill or ability possessed by the employee in their works which is obtained by learning it through a certain period of time whereas this skill can be certainly seen from the employee's intellectual abilities either obtained from the experiences from outside the company or from within the company (Koesindratmono & Septarini, 2011). Based on the afore mentioned notions, working period is the length of time a person works in an organization or an institution, thus working experience can be gained. Through the years of working, an individual can have a working experience whereas the longer the working period is, the longer the working experience the individual will have.

### *1.3. Performance Allowances Satisfaction*

According to Rivai (2011) a compensation is something that employees will get as a substitute of their contributions to their services to the company. Ratnasari (2019) said that compensation is a contribution reward from the organization to employees for their work in the form of money or non-monetary reward. Compensation satisfaction is the employee's satisfaction with the compensation received as a reward for their work where the expectation of compensation is in accordance with the reality of the compensation received. The compensation system should meet the needs of employees, ensure fair treatment of them in terms of compensation and provide reward for their performance (Ajiputra & Ahyar, 2016).

### *1.4. Organizational Citizenship Behavior*

OCB is also often interpreted as the behavior that exceeds the formal obligations (*extra roles*) that are not related to the direct compensation. Meaning that an employee who is having a high OCB, he will not be paid in the form of money or certain bonuses, but OCB is more as a social behavior of each individual who work beyond what is expected, such as assisting other colleagues during a recess voluntarily (Ahdiyana, 2010). The success of an organization when its employees are not only doing their main tasks but they also want to do extra tasks such as the willingness to cooperate, help each other, provide input, play an active role, provide extra services and want to use their work time effectively (Robbins & Judge, 2015). In the organizational behavior literature, it states that *organizational citizenship behavior* is a valuable managerial tool for the organizations, it has a positive effect on the performance of individuals, groups and organizations if managed properly (Chiaburu, Oh, Berry, Li, & Gardner, 2011).

## **2. Method**

This study is a quantitative study that aims to determine the relationship between the independent variables with the dependent variable through hypothesis testing where the independent variables are the period of work, satisfaction of performance allowances and organizational citizenship behavior and the

dependent variable is the performance of the employees of Balai Karantina Pertanian Kelas II Tanjungpinang or commonly referred to as *the explanatory research*.

The research instrument used in this study was a closed questionnaire containing a set of questions based on the indicators of each variable. Each question or statement item is measured by using *the Likert scale*. *The Likert scale* is used to measure the attitudes, opinions and perceptions of a person or group of people on a social scale where the answers to each question or statement have a number of categories in succession from the most positive to the most negative. Before the questionnaires are used, the author will carry out the validity and reliability tests of each statement on the questionnaires. Then these valid and reliable questionnaires will be used to collect research data. The study population was the employees of the Balai Karantina Pertanian Kelas II Tanjungpinang. Sampling is done by using *the purposive sampling method* or samples with certain criteria that the employee are not under the working status as Top Manager (Head of Office), the employees have worked in the Balai Karantina Pertanian Kelas II Tanjungpinang more than 1 (one) year/neither under Civil Service Candidate status and it has to be an employee with a permanent status (as Civil Servants) or non-contract employee. From these employee's criteria, samples of 51 people were obtained. The analytical method used is multiple linear regression analysis with SPSS application.

### 3. Results and Discussion

#### 3.1. Results

##### 3.1.1. Characteristics of Respondents

The respondent characteristics in this study consisted of types of gender, age, marital status, educational background, working position/class, and years of service. From the results of the distribution of the questionnaires, data were obtained that the majority of respondents were male with a percentage of 56.9 %. From the age category, most of the employee's ages range from 35 years old to 40 years old which is about 43.1%. About 90.2% of respondents are married. For educational background of the majority of respondents, there were about 49% of Sarjana S1, whereas for the majority working position of the group being level III at 23.5%. After observing from the years of work, the majority of respondents had served for 6 -10 years by 39.2% respectively.

#### 3.2. Classical Assumption Test

##### 3.2.1. Multicollinearity Test

Multicollinearity test is done to measure whether the regression model found a correlation between the independent variables. A good correlation model requires no correlation between the independent variables. To determine the presence or absence of multicollinearity in the regression model, it can be found from the tolerance value and the value of *the variance inflation factor* (VIF). The tolerance value will measure the variability of selected independent variables which cannot be explained by the other independent variables. Thus, a low tolerance value will be equal as a high VIF value (because  $VIF = 1 / \text{tolerance}$ ) and this shows a high collinearity. *The cut-off value* commonly used is a *tolerance value* of 0.10 or equal to VIF values of above 10. From the results of the analysis, it can be obtained from the following results:

Table-1. Multicollinearity Test.

Free Variables	Tolerance	VIF
Working Period ( $X_1$ )	0.422	2.372
Performance Allowance Satisfaction ( $X_2$ )	0.392	2.548
Organizational Citizenship Behaviour ( $X_3$ )	0.403	2.484

Source: Results of the 2019 research questionnaire.

From Table 1, it can be seen that each independent variable has a tolerance value above 0.10 and a VIF value of less than 10, thus it can be concluded that the independent variable does not occur multicollinearity.

##### 3.2.2. Heteroscedasticity Test

In order to find out whether there is a heteroscedasticity or not, it need to be tested graphically and statistically. The test is done graphically by looking at the scatterplot charts and statistical methods through glacier testing. The test results will be obtained as in the following:

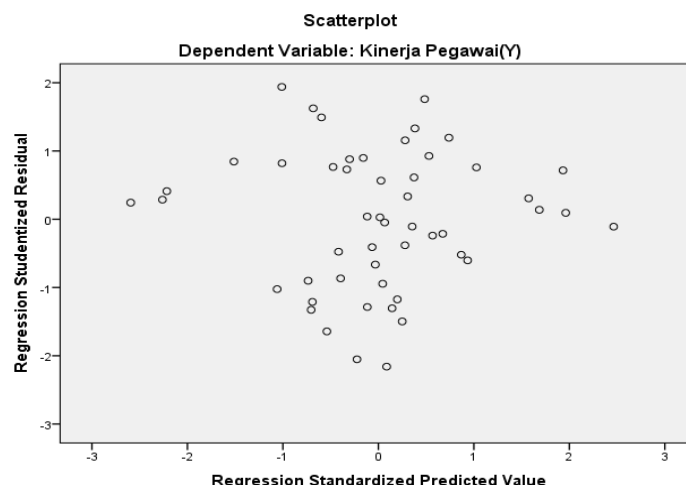


Figure-1. Scatterplot Heteroscedasticity Test Graph

Source: Results of the 2019 research questionnaire.

Seen from the scatterplot graph displayed above that the points do not spread randomly either above or below the number 0 on the Y axis. It can be concluded that there is no heteroscedasticity in the regression model. The analysis with graphical plots has a significant disadvantage because the number of observations will affect the results of plotting. The fewer the number of observations, it will be more difficult to interpret the results of the graphical plotting. Therefore, we need a statistical test that could further guarantee the accuracy of the results (Janie, 2012). The glacier test is carried out by regressing the independent variable with its absolute residual value. The basis for making the decision in the Glacier Test is by looking at the significance value (Sig) between the independent variable and the absolute residual greater than 0.05, therefore no heteroskedasticity problem would result. The test results obtained can be seen as in the followings:

Table-2. Heteroscedasticity test results with glacier test

Independent Variable	t	Sig
Working Period ( $X_1$ )	-1.355	0.182
Satisfaction of Performance Allowances ( $X_2$ )	0.957	0.344
Organizational Citizenship Behavior ( $X_3$ )	-0.654	0.516

Source: Results of the 2019 research questionnaire.

### 3.2.3. Normality Test

The normality test aims to check whether in the regression model the confounding or residual variables having a normal distribution. There are two ways can be used to detect whether a residual having a normal distribution or not, namely graphical and statistical analysis. The graphical analysis results obtained as in the followings:

From the picture above, we can see that the points spread around the diagonal line, thus we can conclude that the data meets the assumption of normality. However, in order to obtain more accurate data, the researchers also performed a statistical test, namely the Komolgorov Smirnov Test with regard to the value of residual significance, i.e. if  $> 0.05$ , then the data can be said to meet the assumption of normality. The test results are obtained as in the followings:

Table-3. Komolgorov-smirnov result test

		Unstandardized Residual
N		51
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	5.32110465
Most Extreme Differences	Absolute	.071
	Positive	.058
	Negative	-.071
Kolmogorov-Smirnov Z		.510
Asymp. Sig. (2-tailed)		.957

a. Test distribution is Normal.

b. Calculated from data.

Source: Results of the 2019 research questionnaire.

From Table 3, it can be seen that the residual significance value is 0.957 or above 0.05, so it can be said that the value of Komolgorov Smirnov is not significant, which means that the residuals are normally distributed.

Table-4. Multiple linear regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.506	7.340		-.341	.734
	Working Tenure(X1)	.713	.296	.298	2.406	.020
	Performance Allowance Satisfaction (X2)	.695	.277	.322	2.509	.016
	Organizational Citizenship Behaviour (X3)	.387	.160	.307	2.419	.019

a. Dependent Variable: Employee Performance(Y)

Source: Results of the 2019 research questionnaire.

### 3.2.4. Hypothesis Testing

In order to find out if the Effects of working tenure, satisfaction of performance allowance and organizational citizenship behavior on employee’s performance at Balai Karantina Pertanian Kelas II Tanjungpinang, therefore in this study the author is using the multiple linear regression analysis model. This analysis model is used to see whether there is an influence of independent variables or not on the dependent variable. The results of the analysis can be seen as in the Table 4:

Based on Table 4 above, the result of regression equation is as in the following:

$$Y = \alpha + \beta X_1 + \beta X_2 + \beta X_3 + \varepsilon$$

$$Y = -2,506 + 0,713 X_1 + 0,696 X_2 + 0,387 X_3 + \varepsilon$$

To find out whether each of the independent variables partially has a significant effect or not, if it has a contribution to the dependent variable, so the  $t_{counted}$  must have a value greater than the  $t_{table}$  as shown in the table below.

Table-5. Partial hypothesis testing results (t test)

Variable	Coef. Regression	T Counted Value	T table Value	Sig
Working Tenure (X1)	0.713	2.406	2.012	0.020
Performance Allowance Satisfaction (X2)	0.695	2.509	2.012	0.016
Organizational Citizenship Behaviour (X3)	0.387	2.419	2.012	0.019

Source: Results of the 2019 research questionnaire.

From Table 5, it is known that each independent variable partially has a positive and significant effect on employee performance that is seen from the  $t_{counted}$  value  $>$   $t_{table}$  value. In order to find out whether the independent variable simultaneously has a significant effect on the dependent variable, the level of significance used is 0.05 or 5%. If  $t_{counted}$  value  $>$   $t_{table}$  value, so it can be concluded that all together the independent variables have the significant effects on the dependent variable which is the employee performance. The results of the calculations can be seen in the following table:

Table-6. F Test results (simultaneous test)

Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3236.449	3	1078.816	35.816
	Residual	1415.708	47	30.121	
	Total	4652.157	50		

Note: a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Organizational Citizenship Behaviour(X3), Working Tenure (X1), Performance Allowance Satisfaction (X2).

Source: Results of the 2019 research questionnaire.

From Table 6, it is known that the  $F_{counted}$  value is = 35.816, so that the  $F_{counted}$  value  $>$   $F_{table}$  value or is about  $35.816 >$  2.80 and it can be stated that  $H_0$  is rejected and  $H_1$  is accepted. The conclusion is that the length of service (X1), satisfaction of performance allowance (X2) and organizational citizenship behavior (X3), altogether (simultaneously) have a positive and significant effect on the employee’s performance at Balai



Karantina Pertanian Kelas II Tanjungpinang. To find out the contribution of all these independent variables to the dependent variable, these can be seen in the following table:

Table-7. Determination coefficient test (r<sup>2</sup>)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834 <sup>a</sup>	.696	.676	5.488

a. Predictors: (Constant), Organizational Citizenship Behaviour(X3), Working Tenure (X1), Performance Allowance Satisfaction (X2)

Source: Results of the 2019 research questionnaire.

From Table 7, it is known that the R Square value of 0.676, which means that the contribution of the influences of working tenure, performance allowance satisfaction and organizational citizenship behavior altogether or simultaneously on employee performance is about 67.6% and the remaining of 32.4% is influenced by other factors which are not included in the scope of this research. The correlation coefficient (R) shows the value of 0.834 which means that there is a strong and positive relationship between working tenure, performance allowance satisfaction and organizational citizenship behavior altogether with the employee performance.

#### 4. Discussion

##### 4.1. The Effect of Working Tenure on Work Performance

The regression coefficient value of the variable length of service is 0.713 which suggests a direct relationship from working period to working performance whereas the higher the working period is, the better the performance of the employee at Balai Karantina Pertanian Kelas II Tanjungpinang. From the respondent's data, it is found that the working period of the employee at Balai Karantina Pertanian Kelas II Tanjungpinang is averagely about 6 to 10 years, as many as 20 people or around 39.2% of the total number of employees. With this work period, it is estimated that employees are already comfortable with their works because of the reason that the employees with this average working period have already occupied a certain functional position and have followed the functional trainings conducted by the Agricultural Quarantine Department. With various trainings attended by the employees, these makes the employees having an understanding on the applicable SOPs when carrying-out their works.

The working period that an employee has passed in his career is also a reflection of the work experience he has been through. The experience gained from the learning process in the work environment also plays an important role for the employee's performance. Through a long work period, an employee, in addition to gaining a long experience, an employee will also feel an attachment to the undertaken work or it is commonly called *the job engagement*. Bakker (2011) it is said that *the engaged* employees will work with enthusiasm and will feel a deep relationship with the company where they work, these employees will encourage the innovation and progress in the organization. The employee's attachments to their jobs can give a feeling of pleasure towards their jobs. From the results of the research on *the job engagement indicators*, it is also known that most employees feel proud and happy with the work they do.

In addition to *the job engagement*, a long working period can also provide an opportunity for an employee to be able to receive education and training programs organized by the institutions and by other parties. For employees with functional position qualifications in quarantine department, such as Veterinary Medicine, Veterinary Paramedics and POPT, averagely they have received functional education and training in the second or third year of their tenure. By attending the education and training, the employee will later receive a clearer and more directed career pattern. Career patterns that are increasingly clear and directed will make the employees to like, enjoy and understand the work they are in. This likeness can also be seen from the results of the study where most respondents are feeling that they have been given the opportunity to attend education and training related to their work. From the above explanation, it can be concluded that the working period will be a proportional direction to the working experience, *job engagement* and also career patterns. Whereas the higher the working period of an employee, the greater the work experience, the employee's attachment to his work and greater increase on the opportunities and clearer career patterns, therefore it can have an impact on employee performance. Risma (2012) said that the working tenure or working experience is one of the factors that influence the employee performance. For those employees who are having a short working period (experience), their working performances will certainly be different from the performance of employees who have a long work period with a lot of experience.

##### 4.2. The Effect of Performance Allowance Satisfaction on Working Performance

The regression coefficient value of the variable performance allowance satisfaction is at 0.696 which suggests a direct relationship of performance allowance satisfaction to working performance whereas the higher the satisfaction of performance allowance is the better the performance of the employee at Balai Karantina Pertanian Kelas II Tanjungpinang. The satisfaction with the compensation is also related to the level of compensation received. The employees tend to be satisfied if the level of compensation they receive is

proportional to their responsibilities in their positions, the severity of their workloads and in accordance with a *fair* performance appraisal system. From the results of the study most of the employees commented that the current system of determining the performance allowance has been associated with responsibilities within the position. When the performance allowance obtained is higher, there would be a greater workload and responsibility for the employee in the position. The performance allowance satisfaction is also related to the administrative practices of providing the performance allowances. The appropriate administrative practices, applicable rules and procedures will affect the employee satisfaction in obtaining performance allowances. The administrative practices will include the disclosure of information on the procedures for providing performance allowances, the conditions that must be held to obtain the performance allowances for certain positions, about issues that affect the amount of performance allowances received and receiving timeliness and the consistency of the provision. Based on this indicator, the majority of respondents feel that the performance allowance given is in accordance with the applied regulations, because the granting of performance allowances at Balai Karantina Pertanian has been regulated through Minister of Agriculture Regulation No. 17 of 2019 concerning The Procedures for Providing Performance Allowances for Employees under Ministry of Agriculture whereas the allowance amount is based on class position and it is given by taking into account the aspects of the employee's attendance and performance achievements and evaluated by monthly basis.

#### **4.3. The Effect of Organization Citizenship Behaviour to the Employee's Working Performance**

The regression coefficient value of organizational citizenship behavior variable is at 0.387, which indicates a direct relationship of organizational citizenship behavior to the employee's working performance, when the organizational citizenship behavior is better, and there will a better working performance from the employee's at Balai Karantina Pertanian Kelas II Tanjungpinang.

The Organizational citizenship behavior has the effect on the employee working performance as what it has been found through this study due to the contribution of the 5 (five) dimensions of organizational citizenship behavior, namely *altruism, conscientiousness, civic virtue, courtesy and sportsmanship*. From the analysis results obtained on *civic virtue* research, it has the highest score among the mentioned five dimensions. This behavioral dimension leads to the responsibility given by the organization to the employees to improve the quality of the work that they are doing. This can be seen from the employee's response on their sense of responsibility for the inventory items that has been submitted for them to use. Most employee at Balai Karantina Pertanian received the inventory items that are handed over to them to be used as a means of carrying out their work, these inventory items either could be a motorized vehicle or a PC computer or laptop.

In addition, *civic virtue* is also related to the employee attention to the function aspects that could help *the image* of the organization such as an attempt to improve the service quality by attending the trainings which are organized by the institution and also participating in small matters but it can help the institution to become a reliable institution in a way that the employees always wear their uniforms neatly and use their uniform attributes, they can participate in activities carried out by other institutions in the employee's immediate working environment and they could establish a good cooperation with other institution as well. *Civic Virtue* is a behavior indicating the responsibility to participate and being concerned on the organization livelihood (Wiranti, 2016). From 5 (five) dimensions of the organizational citizenship behavior, the dimension of *sportsmanship* gets the lowest score compared to the other five dimensions. *The Sportsmanship* is a positive behavior from employees towards the organization when the employee is giving a tolerance or not complaining or demanding against the less ideal conditions in the organization. Based on the study's results, it was found that the majority of employees felt unwilling to do the assignments which were not theirs. Based on the interview's results, this unwillingness is caused by reasons that the employees feel that every employee is their main duties and they receive their performance allowances according to their own work's loads and responsibilities. The employees would only want to carry out those assignments which are not originally under their main-tasks, they will carry out them under the temporary conditions due to the reason that the employees who supposed to do the task are absent or sick but they would still refer to the same or equivalent level of works, as an example that the veterinary paramedics in the work area of Sri Bintan Pura could replace the veterinary paramedics in other work areas who are unable to come to work or sick.

## **5. Conclusion**

Based on the analysis and discussion results of testing the hypotheses that have been carried out, several important conclusions can be made to form the core answers to the problems discussed, they are namely:

- a. The working tenure has a positive and significant effect on the working performance of the employees at Balai Karantina Pertanian Kelas II Tanjungpinang. It means that when the employee's working tenure is longer, the employee's working performance at Balai Karantina Pertanian Kelas II Tanjungpinang will be better as well.
- b. The performance allowance satisfaction has a positive and significant effect on the employee's working performance at Balai Karantina Pertanian Kelas II Tanjungpinang, where the higher the level of employee satisfaction with performance allowance, the employee's working performance at Balai Karantina Pertanian Kelas II Tanjungpinang will be in a better condition.

- c. The Organizational Citizenship Behavior has a positive and significant impact on the employee's working performance at Balai Karantina Pertanian Kelas II Tanjungpinang. When the organizational citizenship behavior is better, the employee's working performance at Balai Karantina Pertanian Kelas II Tanjungpinang will be better as well.

Based on the conclusions above, there are some suggestions that researchers can submit as in the followings:

- a. From the results of research on working period related to work experience, *job engagement*, self-development and career patterns which researchers found that self-development and career patterns received the lowest score, therefore the institution needs to take an attention to be able to provide the opportunities for employees to develop themselves and have a clearer and better career patterns
- b. Meanwhile, as for the performance allowance satisfaction, the practices of providing performance allowances must be continued to be a concern, especially for factors that are originated within the organization such as the determination of performance allowances according to workloads and responsibilities, payment accuracy and the disclosure of information on the procedures of payment implementation.
- c. The *sportsmanship* dimension is the dimension of organizational citizenship behavior and it shows as the lowest response. Therefore, in order to improve the sportsmanship behavior, it is necessary to instill a voluntary attitude in carrying out the tasks assigned. This attitude can also be fostered through a sense of togetherness and for example by holding a *gathering*.
- d. For further research, it is recommended to develop this research by involving the other variables and indicators that are not yet covered here, therefore they can be added into the treasury of science, especially in the field of management and development of human resources.

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