# Enhancing Employee Performance of Malaysian Manufacturing Industries: Organizational Citizenship Behaviour and Innovative Work Behaviour as Mediator

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**Abstract**
Manufacturing sectors are identified to be of the foremost importance expected to increase Malaysia's GDP contribution to the Eleventh Malaysia Plan (11th MP). The present study aims to explore the effect of organizational commitment and organizational culture on employee performance by testing the mediating role of OCB and IWB in the context of the manufacturing industry of Malaysia. The qualitative method was employed in this study consisting of the 5 employees of the manufacturing industry in Malaysia. Social exchange theory (SET) and social identification theory (SIT) were used to support the proposed hypothesis. Results indicated that organizational culture and organizational commitment have positively affected employee performance. It was also shown that IWB and OCB significantly impact employee performance. Interestingly, OCB and IWB play a mediating role in the effect of organizational culture and organizational commitment toward employee performance. However, all these elements are important in influencing employee performance. The study contributes to the literature on OCB, employee performance, IWB, organizational commitment, and organizational culture by developing and testing their possible connections. The finding of this study will provide owners and top managers in the manufacturing industry insight into the variables improving employee performance.
This study provides a basis for researchers to reach more mounting evidence about the practice of employee performance in the manufacturing industry in Malaysia.
**Keywords:** Employee Performance, Organizational Commitment, Organizational Culture, Organizational Citizenship Behavior, Innovative Work behavior

**Introduction**
The business world is becoming more competitive with rapid change, and it is more unstable and unpredictable. The emergence and spread of coronavirus (refer to the COVID-19

pandemic) in the world pose a great threat to employees' performance among employees (Ali & Anwar, 2021). According to International Labor Organization (2020), about 1.25 billion employees, accounting for 38% of the global workforce, face a high risk of unemployment or large-scale labour loss. This may cause a decline in the quality of future work among employees because of the threat of unemployment prospects. Meanwhile, the importance of human capital toward higher productivity is needed for economic recovery. This paradox makes researchers conduct a study related to guiding the manufacturing industry in Malaysia toward employee performance and being a competitive country. Made Astrama et al., (2020) mentioned that manufacturing, as the main industry in Malaysia, is an economic engine as it promotes innovation and growth by providing goods and services to create jobs and improve life. However, the manufacturing performance index dropped 37.2% overall compared to 2019, according to the Department of Statistics Malaysia (2020). Hence, many successful organizations acknowledge the urgency to employ human resource practices in performance evaluation since employee performance is improved eventually if the HR practices are improved. OCB can be considered a voluntary & creative action of employees to contribute more to the organization's success (Harwiki, 2016). Hermanto & Srimulyani (2022) concluded that the success of an organization depends on whether employees are willing to exceed their role expectations voluntarily.

Efficient performance improvement of each employee is one of the most coveted goals of the organization's leadership. Employee performance is affected by many factors, such as organizational culture, organizational commitment and work motivation. Among these factors, organizational culture has become a habit and tradition which must be completed and implemented by every employee of the organization to show one of the performances in the organization. The performance of individual performance is usually used to refer to the individual's achievements and success in carrying out organizational activities. Performance refers to the work results in terms of quality and quantity when employees perform and complete tasks assigned to employees by their superiors or leaders according to their roles in the company (Jufrizen & Kandhita, 2021). According to Olasupo (2011), organizational culture is a common concept held by organizational members because organizational members adhere to the organizational value system, thus affecting the work and behavior of organizational members. Each organization has a different culture within the organization. However, in this study, among the above factors, the author focuses on four factors to be studied: the impact of organizational culture, organizational commitment, organizational citizenship behavior and innovative work behavior on employee performance. The manufacturing industry also depends largely on the internal environmental conditions and organizational behaviors that want to avoid making commitments to the organization. A frequent phenomenon will lead to the good performance of an organization, which employees' unwillingness may directly or indirectly damage, so they want to avoid making commitments to the organization (Jufrizen et al., 2018). The low organizational culture and commitment in Malaysia's manufacturing industry led to low employee performance, a common phenomenon in every manufacturing industry but has yet to be implemented. Therefore, this research attempts to fill this gap by exploring the relationship between this new field and variables.

Previous empirical studies conducted by researchers have shown that organizational commitment impacts employee performance (Hafiz, 2017). However, other empirical studies have found that organizational commitment does not impact employee performance (Zhu et

al., 2022). In other studies, former researchers found that organizational culture affects employee performance (Botha & Steyn, 2022), while other empirical studies show that organizational culture and comparative results (Baety & Rojuaniah., 2022) do not affect employee performance. Further empirical research also revealed the impact of organizational commitment on organizational citizenship behavior (OCB) (KÖKSAL & YEŞİLTAŞ, 2021). On the other hand, some empirical studies have revealed the impact of organizational culture on innovative work behavior (IWB) (Faraz et al., 2019). Other empirical studies have also revealed the impact of OCB on employee performance (Anda & Abadiyah., 2022), while other empirical studies have shown that OCB has no impact on employee performance. Due to IWB, several previous studies have found that IWB impacts employee performance (Setyawan & Triyanti, 2021). In contrast, other empirical studies show that organizational citizenship behavior parameters mediate employee performance, while IWB parameters mediate employee performance (Fitrio et al., 2020). Therefore, according to the differences between the research results and previous studies, the researchers concluded that the results of previous researchers needed to be more consistent. This is the research gap we found in organizational commitment, organizational culture, organizational citizenship behavior and the impact of organizational citizenship behavior on employee performance. It is necessary to conduct in-depth research step by step to find out the gaps found by researchers in the past decade for analysis. By referring to many performance literature and empirical research, this study takes the manufacturing industry as the research object and manufacturing managers as the research group. It conducts an empirical test on the concept of employee performance. Specifically, we have formulated rules to determine the impact of other variables on employee performance. The selection of these variables is based on previous studies, which still need to show more research. To address this gap, the researchers used mediation. The researchers believe that it can fill the research gap of OCB and IWB. Intermediary variables are expected to solve the gap between endogenous and exogenous variables in this study.

## Literature Review And Hypotheses Development

Riahi et al., (2020) mentioned that "culture is the planning of collective thinking, which distinguishes members of one group or category from other groups". Huang & Huang (2020) defined organizational culture as the organizational norms, values, assumptions and philosophy formulated by a leadership organization and applied to the organizational behavior of its members. Organizational culture is defined as vision, mission, strategic objectives and strategic values. Organizational culture is taught to organizational members and systematically monitored. At the same time, Putri & Sumartik (2022) pointed out that this organizational culture impacts employees/workers, such as providing morale and enjoying the working environment, perceiving personal and team satisfaction, and persuading employees to achieve certain performance goals. Dobrin et al., (2021) developed a special measurement tool to measure organizational culture called OCAI (Organization Culture Assessment Tool). The OCAI measuring device consists of 24 problem items and 6 indicators. The six indicators are (1) leading characteristics, (2) organizational leadership, (3) employee management, (4) organizational stickiness, (5) strategic focus, and (6) success criteria. According to Susita et al.,(2017), there are several factors that affect the company's organizational culture. These factors are as follows: (1) value, (2) trust, (3) expected behavior, (4) very important situations, (5) corresponding guidelines for selecting or evaluating events, and (6) behavior. Then it can be hypothesized that:

*H1: Organizational culture effects employee performance*.
Meyer and Allen (1997) proposed an organizational commitment model composed of three components related to psychological state: emotional commitment, continuous commitment and normative commitment. Wirawan (2017) added another component, namely intermediate commitment or steppingstone commitment. Olowookere (2014) defined organizational commitment as the emotional connection between employees and work, the connection between employees and the organization, employee experience, and loyalty related to their willingness to continue participating or cooperating with the organization. Bakker & Demerouti (2007) elaborated on the conceptual framework, antecedents, relevance and consequences of organizational commitment: job characteristics, salary, work atmosphere, leadership, age, education, organizational justice and organizational support are factors that affect organizational commitment. The factors influencing organizational commitment include motivation, performance, organizational citizenship behavior, happiness, desire to change, absence, desire to leave and work pressure. Meyer & Allen (1991) proposed the organizational relevance model. The organization involves: commitment, job satisfaction, job participation and career commitment. Emotional commitment is related to personal characteristics, work experience, and the desire to stop and give up work. Continuous commitment is related to personal characteristics, job choice, work behavior, attendance rate and organizational citizenship behavior. Normative commitment is related to personal characteristics, socialization, experience, organization, investment, employee health and self-welfare. Then it can be hypothesized that:

*H2: Organizational commitment effects employee performance.*
Organ (1988) defined OCB as human behavior that is not mandatory for individuals. If the formal reward system does not directly or explicitly recognize and fully contribute to the effectiveness of the organization. The agency explained that what he said was non-mandatory behavior; it was not a written requirement for a role or job description, that is, the conditions determined in the employment contract signed between individuals and the organization. Wijaya et al. (2023) defined OCB as the voluntary behavior freely carried out by employees in the workplace, which does not meet the work requirements and organizational requirements, so there is no organizational reward system. If employees implement this system, the organisation's operation will be improved. The factors affecting OCB are very complex and interrelated. The factors to be discussed include organizational culture and atmosphere, personality and emotion, views on organizational support, supervisors and subordinates, length of service and gender (Organ, 1995). Rauf (2016) pointed out that organizational citizenship behavior positively or negatively impacts the performance of organizations and individuals. Organ (2018) proposed five indicators to measure OCB, namely: (1) altruism, (2) consciousness, (3) sports spirit, (4) civic virtue, and (5) politeness. Then it can be hypothesized that:

*H3: Organizational citizenship behavior (OCB) mediates the impact of organizational commitment on employee performance.*
Hurley & Hult (1998) pointed out that innovation can be regarded as the extent to which organizations produce, accept and implement new ideas, processes, products or services. Indonesian Dictionary or Kamus Besar Bahasa Indonesia (KKBI) defines innovation as a new discovery (concept, method or tool) different from existing or previously known discoveries Damanpour (2010) believes that the regular innovation of organizations is due to the pressure

from the external environment, such as competition, deregulation, isomorphism, scarcity of resources and customer needs, or the choice of internal organizations, such as obtaining different capabilities, achieving higher expectations and increasing the scope and quality of services. Rajapathirana & Hui (2018) pointed out that enterprise innovation can generate research and development (R&D), production updates and marketing methods. It ultimately leads to the commercialization of innovation. In other words, innovation is the process of realizing new ideas different from the past through production or making them obvious. Innovation includes generating evaluation, new concepts and implementation, and using new and different methods and technologies to improve quality or reduce costs to meet or exceed the company's goals. Stoffers et al. (2018) believes that IWB affects target organization performance and perceived organizational performance. De Jong & De Hartog (2010) said that IWB is a form of behavior designed to launch and introduce an idea, process, procedure or new product, which is useful for the organization in this study, namely, the company.

*H4: Innovative work behavior (IWB) mediates the impact of organizational culture on employee performance.*

**The conceptual proposed model**

The variables of this study are as follows: the independent variable is organizational culture and organizational commitment, the dependent variable is employee performance, and the mediator variable is organizational citizenship behaviors (OCB) and innovative work behavior (IWB). To prove the hypothesis from the study, the research conceptual framework is composed as follows (Figure 1).

Figure 1: Conceptual framework
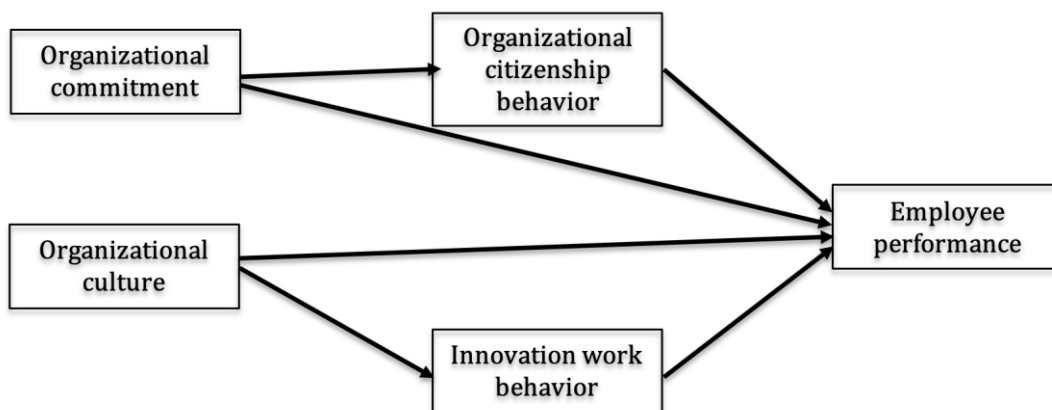


**Methodology**

**Participants and procedure**

As previously mentioned, this study collected data from a manufacturing industry located in Penang, examining 5 employees of manufacturing management with above 8 years of experience working in the manufacturing sector in Malaysia. Based on the literature on employee performance, it was believed that employees with more experience are more likely to provide us with quality information about employee performance in manufacturing. Thus, the researcher was contacted by telephone, and an online meeting was scheduled with employees who agreed to participate. A qualitative approach is used to examine the proposed conceptual model. Semi-structured interviews were conducted via online meetings for the employees to allow the interviewee to be in the most preferable and safe setting during the Covid-19 pandemic. This instrument was selected with the intention to enable the

researchers to collect data that more closely represents the personal perspectives of individual participants, concurrently with the advantage of using an interview guide that helps make the interview of different individuals more systematic. In the first part of the interview, participants were asked about employees perceived formal duties to know about their role tasks. Questions about perceptions regarding innovative behaviour and role behaviors in the management level were asked next. Participants were similarly asked whether organizational culture influences their performance to perform their work. In addition, they were asked about promoting factors they perceived to be related to performance in the workplace. At the end of the interview session, we assured the participants of the confidentiality and anonymity of their information. Interviews were conducted mainly in the English language to communicate. Questionnaires were available in English, which is the language generally spoken in Malaysia. Furthermore, some comparisons with the existing literature on employee performance were made to intensify the validity of the interview.

## Research Methodology
The study used the following qualitative research method to achieve the research objective and subsequently evaluated the proposition. One main approach is applied, which is aligned with the objective of this paper. The approach is semi-structured interview techniques. Interviews were conducted with five employees who worked for more than eight years in the manufacturing industry.

In order to ensure the smooth progress of the interview, a set of designed questions about the job performance between employees to understand the company's operational status. The interview questionnaire is as follows:

(1) In your opinion, what other things do employees have to do?
(2) Which part of your job do you think is voluntary?
(3) In your company, who is considered a superior employee?
(4) What do you think can be defined as transcendence (what needs to be done)?
(5) Is the coordination role paid or voluntary?
(6) What motivates you to surpass?

## Findings
The inductive analysis of the interviewees' data reveals four major aspects in manufacturing employees' performance, including forms of OCB, IWB, organizational culture, and organizational commitment.

When discussing the working role tasks of manufacturing employees, the five respondents agreed and tended to include most of these tasks in the role activities of the nature of their work. When an employee voluntarily performs work tasks in his or her spare time (such as rest time and evening), the participant thinks he or she is expressing OCB. To understand the perceptible and discretionary nature of this phenomenon in the company, let's take a look at

a quote from an interview with a manager of manufacturing operations:

Interviewer: In your opinion, what other things do employees have to do?
Manager: One of our employees noticed that his subordinates had difficulties in their work. She volunteered to lead her subordinates and provide professional training to develop their skills and also shared her experience and methods in dealing with similar things. She leaves work at 12 pm and stays until 2 pm in the afternoon. She works with his subordinates to

improve their efficiency and work skills in her free time. This is an initiative that I dare not ask [her].

Participants believed such assistance could not be imposed on employees based on their formal role obligations. This is echoed in the following citations:
Interviewer: Which part of your job do you think is voluntary?

Employee: First of all, the employee's treatment. It doesn't matter when an employee needs help. No matter what he needs or when he comes to me for help, I will help him. This is what I hope my subordinates and employees will get. So, I sit in my spare time. I come in early and stay. When connecting with employees, there is no problem. I am willing to pay for time and resources because they are my partners. They sometimes call me and ask about work at home. I advised them on how they should handle it.
When asked to provide the interviewer with an example of "what employees have done beyond their requirements", a female supervisor said that in my other field with social problems, there must be a group of employees organizing training for subordinates or arranging meetings for basic employees to brainstorm and exchange ideas... So managers collected some materials from leading employees to improve efficiency. These are very small things, but very warm.

Whether acting as a driver, driving sick subordinates to the hospital, or letting subordinates use the manager's own computer, all these employee behaviors are regarded as examples of OCB improving employee performance.

Actively pay attention to every employee. The last manager for employees, OCB, refers to the concern and sensitivity to subordinate employees' emotional needs or behavioral changes. As a male manager said, for many interviewees, if they want to exceed the manager's formal expectations, they need to spend a lot of time and energy diagnosing the cognitive state of each employee and revealing the reasons for their work:

Interviewer: In your company, who is considered a superior employee?

Manager: (This) A manager, not physically, but emotionally and ideologically... A manager will not stop working after returning home with employees... A manager analyzed the past day and thought: "What do I need to do for that employee or this employee? They may need to strengthen. What do I need to talk to them tomorrow?

However, this attitude contrasts with some employees in this study, who categorically assert that it is a mandatory part of managers' work to remain sensitive to the changes and needs of their subordinates and actively seek to discover these changes and needs.
A manager said that festivals, community gatherings, food and carnivals organized within the organization, exhibitions and other activities within the company "consumed a lot of time and organizational energy". For the participants of this study, it is an organizational citizenship behavior for employees to participate in these and related social activities in their spare time. Employees do not accept financial rewards and have no obligation to become part of their role definition. A male supervisor emphasized this:

Interviewer: What do you think can be defined as transcendence (what needs to be done)?

Manager: Exceeding is the additional contribution of employees.
For example, participate in organizational activities, such as special days, health days, and road safety days. The law does not require it, but when senior staff ask, they will. This is an activity beneficial to the company.
Employees' participation in managing the company's projects (such as employee forums and strategic planning meetings), rather than attending annual employee meetings, is considered OCB in the role of employees. The interviewees emphasized the need for more external rewards and the time dimension of participation. A female supervisor clarified the voluntary aspects of employees' participation in the company's ad hoc project activities: one employee is responsible voluntarily, and one employee works free of charge in her own time. The same thing. All employees in charge of the company's activities volunteer their time... This is very important to me. Some employees will say alone, "I will do it."

Play a free role in the company. One of the most surprising findings in this study is that employees are appointed to perform company functions and roles but are paid less. For them, this is a form of employee OCB. Let's take a look at the following dialogue to illustrate the unpaid role of employees behind OCB in the company:

Employee: I am also the coordinator of the organization plan. There is a project called "risk riding behavior" to reduce the riding accident by increasing safety awareness and reducing human error by promoting this project.

Interviewer: Is the coordination role paid or voluntary?

Employee: This is also voluntary. We launched This project last year to reduce wrong riding behavior. We invited an external consultant and a professor from USM to organize this activity to promote employees' safety awareness.

Interviewer: That's interesting. Tell me, how long did it take you?

Employee: You need to do much work at home. It needs all my rest time. I need to be there and move around. I can't sit in my room and drink coffee. I need to be free in the project room. To play a role in the company without remuneration generally means devoting much energy voluntarily to contribute to the company.

Three main employee characteristics are subjectively related to organizational citizenship behavior: call, other-oriented personality and professional commitment—the feeling of appealing. The appeal in work, like the call in religion, is said to increase people's commitment to certain services (Hansen, 1995). Similarly, employees have established connections between their sense of appeal at work and frequent OCB participation. A female employee further explained the problem and expanded the meaning of the appeal:
Interviewer: What motivates you to surpass?

Employee: The job is perfect for me. This is my mission, I will not choose to do anything else. But many managers like me. Maybe it's because I like it. I feel "excited" all year long. I am very

excited about working with my colleagues. We began to learn together, communicate with each other, and cooperate in many projects and work. I reflect on the past and think about how we took the first step a few months ago. I see how we have made progress, which is very satisfying.

In the opinion of the interviewees, work is similar to parenthood and a military role, which is a kind of "you can't go home and leave your work behind... you are a task every day and every hour and never such a career"

As a male manager said. To some extent, the work appeal of employees in this study confirms the two terms "spiritual work" (Falmer, 1999) or "spirituality at work" (Dillard, 2000), which refer to the spiritual purpose of work (for example, completing tasks is the meaning and purpose of employees' lives, and is for internal reasons), is a liberating work, and is a relationship of mutual benefit and caring for individual colleagues.

## Practical Impliations

The results of this study have relevant practical significance. Human resources policies and practical interventions should be taken to reduce work quality deficiencies, reduce their negative impact on employee performance, and increase positive behavioral outcomes. For example, organizations should address human resource management practices to promote career development interventions, organizational politics, and medium - and long-term strategies. In addition, HR managers should propose interventions to improve the overall performance of employees. Managers can enable employees to participate in the decision-making process and carry out activities to enhance their sense of team members and their sense of identity with the organization. In fact, the high level of involvement of the organization may lead to the long-term full participation and goal orientation of employees. From an economic perspective, specific interventions may also involve employees. For example, a large organization may sell company shares to employees at a discount. This strategy can motivate employees because they feel that they have participated in the profitability of the organization, which is good for both employees (the better the work, the higher the value of the shares purchased) and the organization (the better the work, the higher the profitability of the organization). This strategy is not competitive but promotes collaboration among employees because their interests are common.

## Theoretical Implications

First, this study provides empirical evidence to support the mediating effect of employee citizenship behavior and innovative work behavior to strengthen the relationship between organizational commitment, organizational culture and employee performance. In fact, employee performance measurement also comes from the employment relationship, that is, what employees think they get from the organization. When employees return what they have received, when they feel that the organization does not give them enough support, for example, in the absence of career opportunities and salary development, employees will feel that the communication with the organization is not satisfactory, which will hinder them from identifying with the organization. Secondly, this study shows that organizational culture and commitment positively impact employee citizenship behavior, innovative work behavior and contract-required behavior (such as job performance). Therefore, employees who agree with the organization will take positive actions towards their colleagues and the whole organization and will have higher work performance. It adds a social psychological framework to the literature on organizational culture, organizational commitment, and in role and extra-

role performance (OCB), and provides new insights for previous literature. The purpose of this study is to clarify these relationships. It is the first time to propose to verify that organizational commitment affects organizational culture and propose OCB and IWB as mediators. Therefore, the current research results may open up a new research field for interpreting in-role and extra-role performance (OCB).

## Conclusion

The results above show that among all the variables: organizational commitment seems to be the most significantly impactful variable in explaining the exhibition of OCB and IWB among employees, which provided optimistic results in terms of selecting this as the mediating variable for employee performance. Kim (2013) reported that employees who showed more commitment reported stronger identification with the organization. Riketta (2002) noted a higher correlation between attitudinal commitment and organizational culture through citizenship behavior and innovative work behavior toward employees' performance. Carmeli (2005) highlighted that future research should explore commitment models, work behaviors and work outcomes. However, some of the limitations faced in this study is that the sample size needed to be bigger and the respondents were from only one specific department and from only one manufacturing industry. This is a conceptual study, and further study in this area will be implemented, covering a larger sample and with academicians from different departments and countries.

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