

Assessing the Impact of Human Resource Quality and Organizational Commitment on Organizational Citizenship Behavior in Lampung Province's Development and Construction Industry

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Abstract

The role of human resources in building superior services is very important. Organizations feel the need to build and have reliable human resources. Apart from performance based on their main job, employees are also expected to be able to demonstrate positive behavior that supports the achievement of organizational performance. This emphasizes the importance of the organization in building employee OCB enthusiasm. The development of OCB behavior is influenced by several factors including the Quality of Human Resources and Organizational Commitment. This research aims to examine the influence of Human Resource Quality and Organizational Commitment on Organizational Citizenship Behavior (OCB) in Lampung Province Highway and Construction Department Employees. The method used in this research is a quantitative method. Data collection used a questionnaire, the population in the study was all employees of the Lampung Province Highways and Construction Department, totaling 310 employees, the sampling technique according to Hair et al., (2010) used purposive sampling. From the results of multiple linear regression, the results showed that all independent variables consisting of Quality of Human Resources (X1) and Organizational Commitment (X2) showed positive numbers. Then based on the results of the t test (partial test) Human Resource Quality (X1) has a significant influence on Organizational Citizenship Behavior (Y) and Organizational Commitment (X2) has an insignificant influence on Organizational Citizenship Behavior (Y). then based on the results of the F test (simultaneous test) Human Resource Quality (X1) and Organizational Commitment (X2) together have a significant influence on Organizational Citizenship Behavior (Y).

Keywords: Quality of Human Resources, Organizational Commitment, Organizational Citizenship Behavior, Department of Highways and Construction Development of Lampung Province

Introduction

Human resources are crucial assets for government agencies, serving as the backbone for achieving strategic goals and enhancing service quality (Irawan et al., 2021). The effective management of human resources is essential not only for meeting job expectations but also for fostering Organizational Citizenship Behavior (OCB)—voluntary actions that go beyond formal job requirements and significantly contribute to organizational success (Ghani et al., 2018). In an era where teamwork and flexibility are paramount, employees who exhibit OCB—such as assisting colleagues, taking on extra responsibilities, and adhering to organizational values—play a pivotal role in ensuring organizational effectiveness (Ocampo et al., 2018).

Existing literature highlights the importance of human resource quality and organizational commitment in influencing OCB. Studies like those have demonstrated that high-quality human resources foster OCB, while research by (Mahsun & Rizal, 2021) indicates that organizational commitment is a key determinant of employee behaviors, including OCB. For example, (Mardhotillah et al., 2021) have shown that well-implemented HR practices enhance organizational commitment, which in turn positively affects employee behaviors. Similarly, (Aktar & Pangil, 2018) found that Public Service Motivation (PSM) is a significant predictor of OCB, although the impact varies minimally across different sectors.

Despite these insights, there remains a notable gap in understanding how these dynamics specifically play out within the development and construction sector in Lampung Province (Rauzana et al., 2022). Existing studies have largely focused on broader sectors or different geographical areas, leaving a need for research that addresses the unique context of this sector. The Lampung Province Highways and Construction Department faces distinct challenges, including a workforce with a considerable number of employees holding only high school diplomas (Wibawa et al., 2021). This highlights the urgent need for targeted training and development to enhance skills and overall performance (Saputro et al., 2021).

The department's current issues include suboptimal human resource quality and insufficient organizational commitment, which adversely affect OCB and, consequently, service delivery and achievement of organizational goals (M. Y. S. Barusman & Ferdinan, 2019). Performance metrics from recent years indicate that the department has struggled to meet targets for improving provincial road stability, reflecting broader issues in human resource effectiveness and organizational commitment (Jaafar et al., 2017).

This study aims to fill the research gap by exploring how human resource quality and organizational commitment impact OCB within Lampung Province's development and construction sector (Asif & Rathore, 2021). Specifically, the research will evaluate the effects of human resource quality on OCB, assess the influence of organizational commitment on OCB, and identify key factors that contribute to or impede effective OCB implementation (Dewi et al., 2022). By providing a comprehensive analysis of these relationships, the study will offer actionable insights for enhancing organizational practices and improving performance in this critical sector (Rita et al., 2018).

The Lampung Province Highways and Construction Department faces particular challenges regarding employee education and performance (Barusman & Hidayat, 2017). Table 1.1 illustrates that a significant proportion of employees hold only high school diplomas, highlighting the need for technical training to enhance competencies. Performance metrics from 2017 to 2021, shown in Table 1.2 and Graph 1.1, reveal that while targets for road stability improvement were exceeded in some years, there were notable shortfalls in 2019 and 2020. These discrepancies suggest that inadequate human resource quality and insufficient organizational commitment are impacting service delivery and the achievement of organizational goals (Defrizal et al., 2021).

Table 1. Details of Lampung Province Highway and Construction Department Employees Based on Education Level

Level of education	Number of Employees
elementary school	1
Junior High School	6
Junior High School	104
D3	5
S1	120
S2	74
Total number	310

Source : Lampung Province BMBK Service, 2023

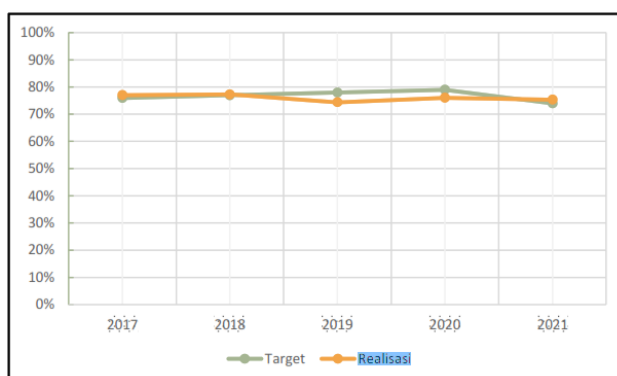


Figure 1. Ratio of Service Performance Achievement of the Lampung Province Highways and Construction Department

Methodology

This study employs a quantitative research approach, which is suitable for testing hypotheses using numerical data and statistical analysis (Saharuddin et al., 2019). The rationale for using a quantitative method lies in its ability to systematically and clearly structure research from design to analysis, allowing for objective evaluation of hypotheses based on measurable data (Mishra et al., 2019).

To collect data, a structured questionnaire was developed, utilizing the Likert scale to measure respondents' perceptions and attitudes. The Likert scale provides a range of responses, enabling the quantification of attitudes and behaviors, which is essential for analyzing the relationships between human resource quality, organizational commitment, and Organizational Citizenship Behavior (OCB) (Nuraga Budiman & Suyana, 2021). Primary data were gathered directly from respondents via an online survey distributed through Google Forms. This method is effective for reaching a broad audience efficiently and ensuring the collection of accurate responses. The survey included a set of statements related to the research variables, allowing respondents to provide their feedback on various aspects of human resource quality, organizational commitment, and OCB.

The study's population consisted of employees from the Lampung Province Highways and Construction Department. A purposive sampling technique was employed to select respondents who are directly relevant to the research objectives. According to (Risdiawati et al., 2021) the sample size should be calculated by multiplying the number of indicators by a confidence factor, typically ranging from 5 to 10. In this study, with 11 indicators, the sample size was determined as follows:

Sample = Total indicators x Degree of confidence = $11 \times 5 = 55$ Respondents Thus, the sample for this study comprised 55 employees from various sub-sectors of the Lampung Province Highways and Construction Department, selected through purposive sampling. This technique ensures that the sample includes respondents with the specific characteristics necessary for addressing the research questions.

Table 2. Sub-Sector of the Highways and Construction Services Department of Lampung Province

Sub-Sector of the Highways and Construction Services Department of Lampung Province	
Secretariat	
Program Development Sector	
Construction Development Sector	
Road and Bridge Maintenance Sector	
Road and Bridge Construction Sector	
UPTD Roads and Bridges Region I	
UPTD Roads and Bridges Region II	
UPTD Roads and Bridges Region III	
UPTD Roads and Bridges Region IV	
UPTD Roads and Bridges Region V	
UPTD Roads and Bridges Region VI	
UPTD Materials and Construction Laboratory	
Total Sample	

Source: Department of Highways and Construction Development of Lampung Province, 2023

Results and Discussion

Data Analysis Results

Table 3. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,014	3,381		2,666	,010
	X1	,207	,095	,315	2,186	.033
	X2	,358	,243	,212	1,471	,147

Source :Data processed, 2023

$$Y = 9.014 + 0.207 X1 + 0.358 X2$$

1. Constant = 9.014

The constant value shows that if the independent variables (Quality of Human Resources and Organizational Commitment) are assumed to have a value of zero, then the dependent variable (Organization Citizenship Behavior) has a value of 9.014

2. $b_1 = 0.207$

The coefficient value of the Human Resources Quality variable (X1) is 0.207. This shows that the Human Resources Quality variable has a positive and significant effect, which can be interpreted as meaning that for every 1 unit increase in the Human Resources Quality variable, the Organizational Citizenship Behavior variable will increase by 0.207.

3. $b_2 = 0.358$

The coefficient value of the Organizational Commitment variable (X2) is 0.358. This shows that the Organizational Commitment variable has a positive and significant effect,

which means that for every 1 unit increase in the Organizational Commitment variable, the Organizational Citizenship Behavior variable will increase by 0.358.

Partial Rest (t- Test)

The results of the t test for the variable Human Resource Quality (X1) obtained a sig value (0.033) < Alpha (0.05) and a calculated t value of 2.186 > t table of 2.00665 calculated in the t-test table with the formula $df = nk - 1$ or $df = 55 - 3 = 52$, so we get a ttable of 2.00665. Thus, it is concluded that the Quality of Human Resources has a significant effect on Organizational Citizenship Behavior in the Lampung Province Highways and Construction Department.

The results of the t test for the Organizational Commitment variable (X2) obtained a sig value (0.147) > Alpha (0.05) and a calculated t value of 1.471 < t table of 2.00665 calculated in the t-test table with the formula $df = nk - 1$ or $df = 55 - 3 = 52$, so we get a ttable of 2.00665. Thus it is concluded that Organizational Commitment does not have a significant effect on Organizational Citizenship Behavior in the Department of Highways and Construction of Lampung Province.

Simultaneous (F Test)

From the results of the hypothesis test above, calculations on the variables Quality of Human Resources and Organizational Commitment obtained a value of sig (0.002) < alpha (0.05) and a calculated F value of 7.028 > F table of 3.17 obtained from (k: $nk = 55 - 2 = 53$). So it can be concluded that the sig value < alpha value and calculated F > F table so that the hypothesis is accepted, thus the variables Human Resource Quality and Organizational Commitment together have a significant effect on Organizational Citizenship Behavior at the Highways and Construction Services of Lampung Province.

Discussion

The research results reveal that Human Resource Quality has a positive and significant impact on Organizational Citizenship Behavior (OCB) at the Lampung Province Highways and Construction Department. This implies that as the quality of human resources improves, OCB increases, and vice versa. However, the analysis also shows that Organizational Commitment has a positive but insignificant effect on OCB. The significance value (0.147) is higher than the alpha level (0.05), and the t-value (1.471) is less than the t-table value (2.00665), indicating that high organizational commitment does not necessarily enhance OCB. This is consistent with previous research suggesting that organizational commitment alone does not always lead to increased OCB. Additionally, the combined effect of Human Resource Quality and Organizational Commitment on OCB is significant. The F-test results show a significance value (0.002) less than the alpha level (0.05) and a calculated F-value (7.028) exceeding the F-table value (3.17), confirming that both factors together significantly influence OCB at the department.

Conclusion

1. The quality of Human Resources has a positive and significant effect on the Organizational Citizenship Behavior of the Lampung Province Highways and Construction Department
2. Organizational Commitment has a positive and insignificant effect on Organizational Citizenship Behavior of the Lampung Province Highways and Construction Department

3. Quality of Human Resources and Organizational Commitment together have a significant influence on Organizational Citizenship Behavior of the Department of Highways and Construction of Lampung Province

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