

Communication is The Key to Promote Organizational Citizenship Behavior During Restructuring Organization

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Abstract

This research was conducted with the aim of answering phenomena, both the factual conditions of the business environment and the results of previous research so that it is beneficial for organizations to adopt the best policies for their organization. Apart from that, conceptually, this research is expected to contribute to the development of knowledge related to restructuring and employee organizational citizenship behavior related to communication. Moreover, the mediating effect of communication on the organization restructuring and organization citizenship behavior are examined through a quantitative technique. The data comes from companies that operate in the manufacturing sector and have undergone restructuring. Data from a sample of 72 employee were used to examine the hypothesized models. Results show that communication fully mediated the relationship between organizational restructuring and organizational citizenship behavior.

Keywords: Restructuring; OCB; Communication; Mediating

INTRODUCTION

After the COVID-19 outbreak, businesses need to be able to demonstrate flexibility and adaptability in order to fulfill the new expectations. There is no denying the fact that change is a phenomenon, particularly in the context of the worldwide employment of digital technology (Al-Hakmani et al., 2022). In response to this circumstance, a number of firms took the initiative to execute organizational restructuring initiatives in order to improve their level of competitiveness. In order for organizations to effectively improve their competitiveness, they need to fully rethink the business model that they now use. It is said by Bowman et al. (1999) that the corporation engages in restructuring as a strategic response to either bad performance or the requirement to adopt new initiatives. This is in line with the company's efforts to optimize its ownership structure, operational procedures, and other organizational frameworks in order to improve profitability and demonstrate excellent performance within the organization (Norley et al., 2012).

According to Sedarmayanti (1999), restructuring is an essential organizational activity that is carried out with the intention of improving both production and efficiency. Specifically, this is accomplished by adopting a variety of adjustments throughout the various components of the business, which guarantees the organization's competitiveness. According to Hasim As'ari (2020) the fundamental objective of restructuring is to improve the organization's efficiency and cost effectiveness in order to secure its continued existence and boost the organization's long-term viability.

Organizational citizenship behaviors (OCB) are defined by Fitriyani (2015) as the voluntary contribution made by an employee that goes beyond the requirements of their formal job description, is not motivated by self-interest, and contributes to the enhancement of the effectiveness of the company. One of the most well-known capabilities of OCB is its capacity to evaluate the effectiveness of organizational transformation. The process of restructuring is examined from the perspective of organizational citizenship behavior (OCB) learning, which gives insight on how employees effectively adjust to the changes that have been imposed. As a result, evaluating the consequences of the reorganization will be observable in the existing organizational citizenship behaviors (OCB).

The purpose of this study was to investigate the impact that communication has on the relationship between organizational restructuring and organizational citizenship behaviors (OCB), as well as the factual conditions that exist inside the business environment. When compared to other studies, which mostly focus on determining whether restructuring is effective in terms of attitudes, this study provides additional research that complements those studies. The purpose of this research is to give unique insights, particularly in relation to behavioral consequences, by analyzing the selection of organizational citizenship behaviors (OCB). The purpose of this research is to undertake additional testing of a relational mechanism by employing communication as a mediator in order to shed light on the process by which restructuring influences organizational citizenship behaviors (OCB).

LITERATURE REVIEW

Restructurization

Bowman et al. (1999) explain that there are three restructuring models: financial, portfolio, and organizational. The focus on the financial restructuring model is how companies avoid bankruptcy (Lal et al., 2001). Meanwhile, portfolio restructuring talks about changes in the form of ownership (Sánchez-Riofrío et al., 2015). And the last one is organizational restructuring, where the focus is on human resource management policies (Bowman et al., 1999). Conditions such as downsizing human resources and changes in organizational structure are examples of organizational restructuring. The organizational restructuring process, which is very likely to cause layoffs, has a negative effect on the company (Bowman et al., 1999). The negative impact of organizational restructuring is due to uncertainty, job insecurity, and changes to tasks that

occur because restructuring causes changes in employee motivation and confidence to participate in voluntary behavior (Christiana et al., 2023).

Organizational citizenship behavior OCB is a concept introduced by Bateman & Organ (1983). This concept explains individual contributions that exceed the demands of one's role in the workplace (Titisari, 2016). Someone with a high OCB will do work without expecting payment in the form of money or certain bonuses. The emphasis of this behavior is on how socially they contribute by working beyond what is expected. Organ explains that there are several dimensions of this behavior: altruism, conscientiousness, sportsmanship, courtesy, civic virtue, peacekeeping, and cheerleading (Posdakoff & Mackenzie, 1994). Furthermore, Organ et al. (2006) divided the two main factors that can increase OCB, namely internal, which comes from within the employee, such as satisfaction, commitment, morale, motivation, and others. External comes from outside employees, such as leaders, trust, organizational culture, and so on.

Communications

Myers & Myers (1992) explain communication as a power center that can unite coordination between existing people so that they can move on to an organized activity. Communication produces social interaction so that it can be used for relationships or is a process that can influence behavior, ways of thinking, and emotional responses. According to Liliweri (2014), organizational communication is functionally divided into general functions and special functions. Pitasari (2016) research confirms that both formal and non-formal communication models that occur in organizations influence employee performance. The better the communication or the higher the intensity of communication in the organization, the better the distribution of information and employee understanding, so that they are able to provide good performance. This is confirmed by several previous studies showing a significant influence between communication and OCB (Heryudanto & Suratman, 2022; & Krisna, 2022).

Hypothesis development

This study aims to elucidate multiple hypotheses based on Baron and Kenny's four-stage model for elucidating the impact of mediation. Restructuring is an integral component of organisational change. Studies on restructuring indicate a correlation between organisational restructuring and organisational performance (Kadir et al., 2021). Organisations often engage in restructuring with the aim of enhancing their performance (Hasim As'ari, 2020). According to Vickers et al. (2017), restructuring led to creativity and efficiency, as indicated by their research findings. OCB, or Organisational Citizenship Behaviour, can be utilised as a metric to assess the efficacy of organisational performance as a result. The reorganisation process can be seen as equitable and open, or otherwise. When employees see this as an equitable and open procedure, it will impact behaviour beyond their required duties (Organisational Citizenship Behaviour). Thus, the research develops **H1: Organisational restructuring affects Organisational Citizenship Behaviour (OCB).**

Effective communication is essential for facilitating change. As stated by Komang et al. (2012), effective communication plays a crucial role in fostering connections inside

organisations, whether it is between leaders and employees or among colleagues. A reorganisation will establish an effective communication system to achieve outcomes that align with the organization's aspirations. Enhanced communication inside an organisation leads to improved information dissemination among employees (Kadir et al., 2021). Therefore, it was formulated according to this explanation. **H2: Organisational restructuring affects communication.**

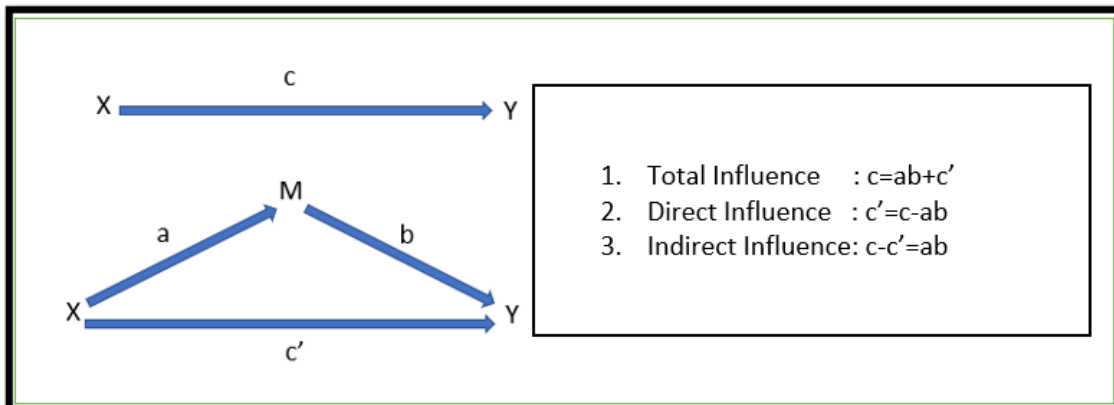
The significance of communication in fostering employee performance is highly crucial (Kadir et al., 2021). This aligns with the findings of Asrofi (2020) research, which demonstrated the impact of communication on organisational citizenship behaviour (OCB). Enhancing communication inside the organisation fosters a conducive environment for people to provide optimal performance. An effective communication method that facilitates the exchange of information not only between leaders and employees but also among employees (Kadir et al., 2021), will promote Organisational Citizenship Behaviour (OCB). **H3: Communication affects Organisational Citizenship Behaviour (OCB).**

Robert (2005) asserts that communication is a crucial component of the organisational management process. An organization's goals can be achieved through the establishment of effective communication, resulting in the formation of a cohesive corporation. The function of management is crucial in the process of organisational restructuring. Effective communication plays a crucial role in clarifying the connection between organisational restructuring and Organisational Citizenship Behaviour (OCB) when management prioritises employee interests and is receptive to discussing restructuring goals and techniques. **H4: Communication as a mediator in the interaction between organizational restructuring and Organisational Citizenship Behaviour (OCB).**

METHODOLOGY

According to Neuman, a quantitative approach is an explanatory strategy that elucidates the relationship between variables through hypothesis testing (Asrofi, 2020). When conducting surveys, researchers collect information that can be compared with a subset of the sample to determine the similarities and differences between the two groups (Malik & Santoso, 2022). This research focuses on a manufacturing organization that is located in Makassar. The company's current restructuring makes it highly relevant to offer an empirical portrayal of the situation.

Figure 1. Four Steps Model



Source: Malik (2017)

There was a total of 72 people who took part in the investigation. We accomplish the selection of the study sample through nonprobability sampling, while purposive sampling is achieved by establishing specific criteria aligned with the research objectives. Employees who fill in are people who have experienced the effects of the reorganization before, during, and after its implementation. They are individuals who may fill in for other employees. The research makes use of quantitative primary data, which is gathered through a form of surveying that is distributed by the participants themselves. To further investigate the obtained data, we utilized the four-stage mediation test developed by Baron and Kenny, also known as the four-step model (Baron & Kenny, 1986). Figure 1 describes this test.

RESULTS

This research refers to Baron and Kenny's 4 stages. In the first stage of testing, restructuring had a positive effect on OCB ($\beta = .527$; $t = 5.112$; $p = .000$) and restructuring had a positive effect on Communication ($\beta = .564$; $t = 5.637$; $p = .000$). The next stage of testing showed the effect of communication on OCB ($\beta = .842$; $t = 12.874$; $p = .000$). The test results show confirmation for the first, second and third stages in Baron and Kenny's mediation testing. The final stage is to see the magnitude of the influence of restructuring on OCB through communication mediation. The test results showed that there was a change in the influence of restructuring on OCB which became insignificant ($\beta = .076$; $t = 0.957$; $p = .342$) after communication ($\beta = .799$; $t = 10.081$; $p = .000$) was included as a mediating variable. This shows the full mediating influence of communication variables in the influence of restructuring on OCB.

Table 1. Result

Step	Path	Predictor	Outcome	Beta	<i>t</i>	<i>p</i>	Result
1	c	Xres	→ Yocb	,527	5,112	,000	Supported
2	b	Xres	→ Zcom	,564	5,637	,000	Supported
3	a	Zcom	→ Yocb	,842	12,874	,000	Supported
4	c'	Xres	→ Yocb	,076	,957	,342	Supported
		Xres → Zcom → Yocb		,799	10,081	,000	Full mediated

Notes:

Xres Organization Restructur
Zcom Communication
Yocb Organizational Cityzenship Behavior

Source: Author's own estimation (2023)

The data analysis above demonstrates a clear and positive correlation between organizational reorganization and OCB. Positive perceptions of the restructuring process have a significant impact on employee responses, particularly in relation to Organizational Citizenship Behavior (OCB). This aligns with Vickers et al. (2017) findings that restructuring stimulates an individual's capacity for invention and enhances their performance inside the business. This demonstrates that effective implementation of the restructuring process leads to employees exhibiting not only job performance but also engaging in extra-role behaviors, often known as Organizational Citizenship Behavior (OCB).

This research demonstrates the impact of organizational restructuring techniques on Organizational Citizenship Behavior (OCB) through communication. Effective planning and implementation of restructuring is essential for organizations to successfully accomplish their objectives. During the restructuring process, effective communication inside an organization is not limited to leaders conveying information to employees. It also includes communication between employees and encourages existing employees to display corporate citizenship behavior.

The data analysis employing Baron & Kenny's four-step model reveals significant findings about the direct impact of organizational restructuring on OCB. Furthermore, conducting tests on the impact of organizational restructuring on communication yields favorable and substantial outcomes. The three assessments of communication on OCB also demonstrate a favorable and noteworthy impact. Furthermore, the topic of discussion is mediation testing. Prior to the inclusion of the communication variable as a mediator, the impact of organizational restructuring on OCB was found to be positive and substantial. However, when the communication variable was introduced, the influence of organizational restructuring on OCB became unimportant. Hence, communication serves as a complete intermediary in the connection between organizational restructuring and OCB (Organizational Citizenship Behavior).

This study aimed to enhance the existing knowledge on the impact of organizational restructuring, particularly on how the methods of organizational restructuring can affect employee Organizational Citizenship Behavior (OCB). Our research findings demonstrate that communication significantly influences the

organizational restructuring process, leading to the generation of Organizational Citizenship Behavior (OCB).

CONCLUSION

Conclusively, this study establishes that organizational restructuring exerts an impact on Organizational Citizenship Behavior (OCB) by means of proficient communication within the organization, encompassing interactions between leaders and employees as well as among employees themselves. In order to mitigate the adverse effects of organizational restructuring, it is imperative for organizations to engage in effective and efficient communication, thereby enabling employees to deliver optimal performance.

The findings of this research shed new light on the quest of company policymakers in doing effective and efficient restructure organization. All the hypothesized assumptions are supported. Using Baron and Kenny's 4 stages in testing the mediating influence. The result show that's communication has mediating effects of organization restructuring and organizational citizenship behavior. One of the contributions of this research is to show how the organizational restructuring process can produce positive impacts such as organizational citizenship behavior. Communication is an important key during the restructuring process. Communication is a variable that will influence the results of organizational restructuring whether it will be received positively or negatively by employees.

For future research, based on the results of research need further investigation, such as adding new variables. One interesting variable to study is how the role of Leader Member Exchange as outcome or moderated uses the social comparison work frame as its grand theory during restructurization. Adding the number of respondents from broad industry to generalization and using dyads data so bias can be reduced.

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