

Original Article

The Impact of Organisational Citizenship Behaviour (OCB) and Mediation between Negative Affects and Creative Work: The Role of Working Competence and Moderation

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Abstract: This research aims to identify the influence of Organisational Citizenship Behaviour (OCB) as a mediator between negative affect and creative performance, with the role of working competence as a moderator. The study was conducted on Basarnas and BPBD in West Sumatra Province. Six hypotheses were developed and tested with a quantitative approach. The mood of regulation theory is the research's guiding theory. Purposive sampling, which involves utilizing a questionnaire or an angler to gather primary data, is how research data is obtained. A Likert scale with five points, ranging from "very disagree(1) to "very agree," is used to assess the variable. With Smart-Partial Least Square (PLS) 3.0 software, the structural equation model is applied in the data processing approach. Research findings are obtained by evaluating measurement models and structural models. Following the measurement paradigm's successful assessment, the structural framework demonstrates the model's strong prediction power and good applicability. The test hypothesis suggests that organizational citizenship behaviour (OCB) mediates the relationship between negative affect and creative performance, while working competence moderates the relationship between negative impact and organizational citizenship conduct. Furthermore, the results also show that the five direct influences are also defined: (i) organizational citizenship behaviour and creative performances. (ii) work competence and Organizational Citizenhood Behaviours (OCB) and direct and non-significant influences (iii) negative effects and creativity. (OCB).

Keywords: Negative Affect, Organizational Citizenship Behavior, Creative Performance.

I. INTRODUCTION

Indonesia has territories with geological, demographic, and sociological conditions that make Indonesia vulnerable to disasters. At the meeting point of three active tectonic plates in the world, the Indo-Australian, Eurasian, and Pacific Plates, lies the territory of Indonesia, which is home to the biggest island grouping in the world, the Ring of Fire, which is made up of 129 active volcanoes. The Pacific Ring of Fire and being at the meetings of three tectonic plates put the island nation potentially against the threat of natural disasters, Indonesia's position in the tropics, as well as the hydrological conditions triggering the occurrence of other natural catastrophes. Faced with the threat of such disasters, the Indonesian government plays an important role in building a disaster response system in the country. The establishment of institutions is one part of the system that has been processed over time. The province of Western Sumatra, one of the provinces in Indonesia, is located in an area vulnerable to natural disasters, including earthquakes, floods, and volcanic eruptions. In dealing with this potential threat, the National Disaster Response Agency (NRC) and the National Search and Relief Agency (Basarnas) have a crucial role to play in providing prompt and effective responses. Both bodies have a great duty and responsibility to protect communities and mitigate the impact of disasters. Basarnas is carrying out its tasks and programmes through two Search and Help Offices in Western Sumatra, namely the Field Search and Aid Offices and the Search and Support Offices. At the same time, BNPB runs its programmes through the provincial BPBD, the district, and the towns in the West Sumatra Province. Creative performance has become a major focus in efforts to improve efficiency in disaster management. In this context, creativity is not only an individual's ability but also a result of the interaction between individuals and the working environment. Therefore, an in-depth understanding of the factors that influence creative performance in BASARNAS and the BPBD Province of Western Sumatra becomes crucial.

Performance is the amount and quality of work that an employee completes in order to fulfill his obligations in line with the tasks that have been delegated to him. (Dessler, 2011). Creative performance is the limit where the ideas of the organization members are delivered, the working methods used, and all the new and useful outputs generated. In recent years, more and more research has focused on the creative performance of employees in the workplace. It is triggered by evidence of creative performance as an important factor in determining the survival and development of the organization. (Liu et al., 2019). In the



Chinese country, creative performance is crucial to organizations because they struggle to create a competitive advantage through such creative performance. (Elia et al., 2020). The creative performance of the organization is closely related to the artistry of the employees, and they play an important role in the creative activity. The key to promoting an organization's creative performance is to improve the creative performance of its employees. (Chen et al., 2013).

The success of an organization is strongly influenced by the quality of behaviour shown by its employees. Organizational Citizenship Behaviour (OCB) is a behaviour that can encourage employees to do their work beyond what is prescribed by the organization, thereby improving the efficiency of the organization (Mayfield, 2013). (Organ et al., 2006). Researchers generally agree that helpful behaviour in the workplace can produce value for employees and organizations, thereby strengthening social functioning and supporting efficient and effective organizations. (Bolino dan Grant, 2016). Yue et al. (2016) stated that employees who had experienced bad treatment from customers would experience negative effects that ended in helpful behaviour towards colleagues or customers the next day. Glomb et al. (2011) also stated changes in the mood of executives and professional staff of the company, finding that individuals who responded with a more negative mood in the previous period positively behaved in a helpful and positive mood in subsequent periods. Although this study describes a positive relationship between negative affect and organizational citizenship behaviour, negative affect as a form of work stress can interfere with job satisfaction and psychological well-being. (Salami, 2010). Directing negative effects in a positive direction is a critical issue. The perspective of organizational citizenship behaviour that turns negative effects into positive results should be worthwhile in research development. First, previous research looked at negative effects on behaviour that helped.

The consequences of performance in the workplace are directly more important to the functioning of the organization; thus, this study aims to test creative performance as a result of work after organizational citizenship. Behaviour is influenced by negative behaviour and knowledge sharing. Second, less attention is given to boundary effects that can affect the relationship between negative effects and auxiliary behavior. Yue dkk. (2016) suggests that the detrimental impacts of serving consumers are mitigated by customer orientation; however, their research does not give any indication of negative impacts on helping colleagues. Officers can interact with their colleagues more regularly than with anyone else in the workplace. Therefore, this study uses work competence as a moderating factor that affects the extent to which negative effects generate OCB.

The phenomenon that occurs within the scope of this study is the increasing frequency and complexity of natural disasters in the province of Western Sumatra. The province is a vulnerable region to various types of disasters, including earthquakes, landslides, floods, and tsunamis. In recent years, there has been an increase in the frequency and intensity of these catastrophes, which may be caused by climate change or other factors. The impact of the increasing frequency and complexity of these disasters is the increased workload for disaster management officers in both institutions faced with situations that require rapid response, effective coordination, and creative solutions to address the challenges faced. Amidst these pressing circumstances, employees experience high emotional stress, which can affect their creative performance in dealing with emergencies. Besides, the importance of sharing knowledge and collaboration among teams in situations like this is also becoming increasingly crucial. The ability to disseminate information quickly and effectively, as well as to collaborate in finding innovative solutions, becomes crucial to responding to disasters efficiently.

On the other hand, another factor to consider is the employment competence of the officer. In these demanding situations, having solid technical skills, in-depth knowledge of emergency procedures, and the ability to think creatively and adaptively is vital. However, the level of work competence may vary among team members and can affect how they react to the stress and complexity of disaster situations.

This research is a modification of the research (Chuang et al., 2019) in which the respondents were employees at the University of Taiwan. In contrast, in this study they were respondents in the district of Basarnas and the BPBD Province of Western Sumatra. Besides, the difference in this research is the addition of knowledge-sharing variables as independent variables. Based on the above description, the author is interested in conducting empirical research entitled "Influence of Organisational Citizenship Behaviour (OCB) as Mediation between Negative Affect and Creative Performance: The Role of Work Competence as Moderation of Case Studies in Basarnas and the BPBD Province of Western Sumatra."

II. LITERATURE REVIEW

A) *Creative Performance*

Creative performance can be defined as the result of solving tasks and problems using dependent factors such as the level of creativity, a creatively supportive environment, and a high level of creative self-efficacy in the individual self. Correlation begins with a person's self-creativity by cultivating creative self-efficacy in him to be able to align with the appropriate work environment. Collaboration between the social-organizational work environment and the physical work

environment will help the individual process in solving tasks and problems so that the outcome or solution of the task or problem is the expected creative performance. Therefore, since high creative self-efficacy is supposed to produce a strong level of creative aspiration, it is expected that there will be some creative effort that is sustainable and produces creative performance, given a fairly specific assessment of creative self-efficacy. (Tierney & Farmer, 2002). CP indicators, according to Waples and Friedrich (2011), are fluency, flexibility, and originality (Bisnis et al., 2020).

B) Negative Affect on Creative Performance

Negative effects can have a complex relationship with creative performance. Some studies show that negative effects can improve employee creativity performance under certain conditions, such as when an individual is in an active mood or a negative mood, such as frustration (George, 2001). However, it is important to note that at any time, the existence of negative effects may enable an individual to improve their creative performance. (Montag-Smit, 2023).

Negative effects can sometimes enhance individual performance and creativity through mechanisms such as cognitive persistence. There are relationships with creative performance that are very diverse and can be influenced by a variety of contextual and individual factors. Understanding this complexity is essential to effectively managing negative effects in order to optimize creative performance outcomes in different settings.

H1: Negative affects negatively affect creative performance

C) Impact of Negative Affect on Organizational Citizenship Behavior (OCB)

Helpful behavior volunteering at work can help others in completing their duties and promoting the functioning of the organization (Organ, 1997). The researchers provided evidence that employees can benefit from OCBs, including a positive reputation, favorable performance assessment and help from colleagues. Therefore, OCB takes into account nature, attitudes, and social and organizational factors. (Spitzmuller, 2008). Recent research shows that the behavior of a staff member is dynamic and varied every day. (Yue, Y, 2016).

A person will take action to lessen a bad mood state and will be motivated to establish and preserve a positive emotional well-being or subjective state, according to the regulation of mood theory. (Larsen, 2000). Officers make decisions in the workplace that either expose or avoid expected emotional repercussions. (Baumeister et al., 2007). Experimental work has suggested OCB as an approach to reducing Negative affects; Yue et al., 2016) showed that experiencing a negative mood increases the altruism of the next employee. Lies (2013) found that guilt increases the individual's tendency to help. Yue dkk. (2016) showed that service employees who suffered bad treatment by customers that led to negative emotions were more involved in helpful behaviour associated with colleagues.

These results imply that people can attempt to reduce negative emotional states by using coping mechanisms. By proactively fostering social connection and getting positive feedback from help users, officers who employ aid tactics can effectively lessen negative feelings. Thus, according to the mood adjustment strategy, we assume that individuals can adopt OCBs to reduce the influence of negative affects. Based on this, the researchers established the researcher's first hypothesis:

H2: Negative affect negatively affects OCB

D) Organizational Citizenship Behaviour to Creative Performance

Creative performance is the result of fresh thinking, a product, or an action that is beneficial to the organization and that drives innovation. (Amabile, 1998; Madjar et al., 2002). Creative performance is also important for the survival of the organization and its ability to maintain a competitive advantage (George and Zhou, 2001). We assume that the staff who do the OCB can also improve his creative performance. Larsen (2000) has shown that the strategy of mood adjustment overlaps with dissolution.

The goal of the problem and that specific mood-adjustment action is to address a specific issue. The capacity to take on fresh viewpoints when solving problems and the adaptability of cognitive pathways are linked to creative performance. (Amabile, 1996; Taggar, 2002). OCBs to regulate a bad mood can include problem-solving activities and direct staff to improve their creative performance. Zhou and George (2001) found that when co-workers' assistance was constantly high, employees showed higher creativity. Additionally, positive influences—that is, joy, love, and pride—are linked to behaviors like investigating, sharing accomplishments, and integrating information, all of which increase the flexibility of cognitive processes, according to Fredrickson (2001). Moreover, encourages original thought. Individuals with high levels of positive influence are more likely to adopt these positive, enlightening behaviors and ways of thinking. Higher levels of creativity are also linked to good emotions, according to individual-level studies. (Amabile, 2005). Since OCB can enhance positive influence through the mood adjustment process, it can contribute to enhancing creative performance. Based on this, the researchers established the researcher's first hypothesis:

H3: OCB has a positive influence on creative performance.

E) OCB mediates the relationship between negative affects and creative performance

The main argument of this study is that employees involved in OCB change their previous negative effects and thus affect job satisfaction and subsequent creative performance. Based on the theory of mood regulation (Larsen, 2000; Tice and Bratslavsky, 2000), officers are involved in OCBs to avoid negative effects. Actively participating in OCB can improve social support, positive impact, and problem-solving thinking, which can raise job satisfaction and creative output in the workplace. Therefore, we believe that the OCB-Is operate as a mediator in the relationships between adverse effects and both job fulfillment and artistic achievement. Based on this, the researchers established the researcher's first hypothesis:

H4: OCB mediates the relationship between negative affects and creative performance

F) Compensation of Work to Organisational Citizenship Behaviour (OCB)

Working competence plays a very important role because competence generally refers to a person's basic inability to do a job. Robotham et al. (2009) stated that if the competence of the individual is in line with that of the organization, then the Organizational Citizenship Behaviour (OCB) of the staff will increase, which, in the end, will effectively achieve the objectives of the organization. According to previous research conducted by Rob and Rioux (2012), the higher the competence, the better it will be able to improve Organizational Citizenship Behaviour (OCB). Based on this, the researchers establish their first hypothesis:

H5: Work competence positively influences organizational citizenship Behaviour

G) Working competencies moderate the relationship between negative influence and OCB

Working competencies moderate the relationship between negative effects and OCB. Individual differences play an important role in adopting help as a mood adjustment strategy because individuals differ from each other in their abilities and dispositions. (Larsen, 2000). Individuals can develop their own preferred mood-setting styles or patterns, so setting strategies can even be interpreted as natural tendencies. (Eisenberg et al., 2000). Therefore, investigate how individual differences moderate the relationship between negative affect and OCB. Creative performance is associated with the flexibility of cognitive pathways and the ability to adopt new perspectives in problem-solving (Taggar, 2002).

This study demonstrated that the association between negative affect and OCB is moderated by staff work competency. Work competence is the same as self-efficacy, according to (Spreitzer, 1995), which indicates that workers think they can perform their jobs competently. The researchers have suggested that employees have a strong influence on developing discretionary behaviour (e.g., OCBs) using their competence, which can liberate and empower when given the opportunity to enforce OCB-I among employees with a negative impact. Garavan and McGuire, 2001). For this reason, employees can produce OCBs by using their work skills. Our study shows that employees with high working competencies can apply greater OCBs than employees with low working competencies when facing negative effects. First, the affective circumstances of employees can influence how they judge their success in relation to the objectives to which they adjust their behaviour (Larsen, 2000).

Employees may be reminded by negative effects that they have strayed from their success objectives and that they need to take specific steps, such as using OCBs, to help them manage their mood and difficult circumstances. Better psychological adjustment is considerably correlated with high self-efficacy (Morris and Long, 2002). Officers with a high level of working competence have a higher level of general self-efficiency. In contrast, individuals with a low level of work competency have a weaker level of self-efficacy. Therefore, compared to employees with low work competence, those with high work competency are more inclined to implement OCBs to help them fulfill their obligations when facing unfavorable repercussions. Second, negative effects are one form. In short, employees with high working competencies tend to help co-workers when they experience negative effects as a mood adjustment strategy. Officers with low work skills tend to be involved in the OCB. Based on this, the researchers established the researcher's first hypothesis:

H6: Working competencies moderate the relationship between negative affects and OCB

III. RESULTS AND DISCUSSION

Table 1: Profil of Respondents

Demographics	Category	Frequency	(%)
Gender	Male	161	80.1
	Female	40	19.9
Age	18 – 27 years	31	15.4
	28 – 37 years	126	62.7
	38 – 47 years	37	18.4

	48 – 57 years	5	2.5
	> 57 years	2	1.0
Formal Education	Senior high school	112	55.7
	Diploma	18	9.0
	Bachelor degree	61	30.3
	Master degree	10	5.0
Status	ASN	153	76.1
	PPNP	48	23.9
Working experience	< 4 years	37	18.4
	4 – 8 years	73	36.3
	9 - 12 years	13	6.5
	>12 years	78	38.8

From Table 1, it is likely to be seen that the number of respondents was predominantly male, 161 (80.1%), while the remainder were women, 40 (19.9%). The second respondent profile was differentiated by age; the majority of respondents were aged 28–37 (62.7%), followed by 38–47 respondents aged 37 (18.4%), 18–27 respondents aged 31 (15.4%), and 48–57 respondents aged 5 (2.5%), while there were 2 respondents aged over 57 years. (1,0).

The next respondent profile was distinguished by education; the majority of respondents were in high school with 112 people (55.7%), followed by respondents S1 with 61 people (30.3%), education with DIII with 18 people (9.0%), and education with S2 with 10 people (5.0%). In addition, the majority of staff members are ASN, with 153 people (76.1%), and PPNNP, with 48 people (23.9%). The last respondent's profile was differentiated according to the length of work; according to this category, most respondents over 12 years of age were 78 people (38.8%) long they worked, followed by 4–8 years 73 people (36.3%), less than 4 years 37 people (18.4%), and last with a length working 9–12 years 13 people (6.5%).

H) Measurement Model Assessment

It is helpful to examine every claim item's hidden variables, which include discriminating and convergent validity, using the Assessment Model (MMA). External loads (>0.7), composite reliability (>0.07), and AVE (>0.5) are the components of convergence validity. The cross-loading techniques and the Fornell-Larcker criterion comprise discriminatory applicability.

Table 2: Results of Convergent Validity

	Creative Performance	Work Competency	Negative affect	OCB
KK1	0,735			
KK2	0,838			
KK3	0,870			
KK4	0,810			
KK5	0,747			
KK6	0,745			
KK7	0,826			
KK8	0,828			
NA1			0,825	
NA10			0,748	
NA2			0,894	
NA3			0,877	
NA4			0,849	
NA5			0,854	
NA6			0,849	
NA7			0,842	
NA8			0,877	
NA9			0,764	
OCB1				0,767
OCB10				0,863
OCB11				0,857
OCB12				0,899
OCB13				0,849
OCB14				0,838
OCB2				0,738
OCB3				0,860
OCB4				0,795

OCB5				0,799
OCB6				0,892
OCB7				0,855
OCB8				0,789
OCB9				0,881
WC1		0,871		
WC2		0,901		
WC3		0,895		

After all the items declared valid were performed, the composite reliability and Cronbach's alpha, as well as the average extracted variance (AVE), were assessed, and the statement clause said that the item was valid and reliable if it had a value of Cronbach's alpha > 0.7, composite reliability > 0.7, and average extruded variance > 0.5 (Bagozzi & Yi, 1988). (Hair et al., 2014) According to the data processing results, it is seen that each research variable, which includes statements, Organisational Citizenship Behaviour (OCB), Negative Affect, Work Competence, and Creative Performance, has a significant influence on the penalty variable.

Table 3: The results of discriminant validity with the Fornell Larcker criterion method

	Creative Performance	Work Competency	Negative affect	OCB
Creative Performance	0,801			
Work Competency	0,341	0,889		
Negative affect	0,275	-0,010	0,839	
OCB	0,507	0,535	0,278	0,836

According to Table 3, there is a 0.801 association between the candidate image variable and the actual variable (creative performance). The value of the association is higher than the correlation between work competence and artistic achievement (0,341). The correlation coefficient is higher than that of the OCB (0,507) and creative performance with a negative affect (0,275). Therefore, it may be said that this necessary rule of thumb (Fornell and Larcker 1981) is already met by the current review of the Fornell-Larcker criterion.

Table 4: Discriminant Validity with Cross loadings method

	Creative Performance	Work Competency	Negative affect	OCB
KK1	0,735	-0,090	0,150	0,182
KK2	0,838	0,303	0,163	0,631
KK3	0,870	0,357	0,126	0,470
KK4	0,810	0,417	0,383	0,627
KK5	0,747	0,234	0,053	0,207
KK6	0,745	0,162	0,416	0,244
KK7	0,826	0,377	0,177	0,331
KK8	0,828	0,213	0,222	0,276
NA1	0,294	0,181	0,825	0,147
NA10	0,015	-0,125	0,748	0,118
NA2	0,080	-0,020	0,894	0,036
NA3	0,291	0,078	0,877	0,318
NA4	0,167	-0,312	0,849	0,079
NA5	0,271	0,014	0,854	0,280
NA6	0,118	0,158	0,849	0,342
NA7	0,344	-0,174	0,842	0,084
NA8	0,258	-0,129	0,877	0,365
NA9	0,047	0,064	0,764	0,096
OCB1	0,547	0,472	0,594	0,767
OCB10	0,391	0,303	0,412	0,863
OCB11	0,371	0,425	0,225	0,857
OCB12	0,300	0,428	0,159	0,899
OCB13	0,345	0,590	0,300	0,849
OCB14	0,443	0,675	-0,006	0,838

OCB2	0,516	0,352	0,442	0,738
OCB3	0,326	0,397	0,292	0,860
OCB4	0,465	0,375	0,156	0,795
OCB5	0,296	0,187	0,254	0,799
OCB6	0,437	0,424	0,202	0,892
OCB7	0,283	0,456	0,188	0,855
OCB8	0,552	0,477	-0,060	0,789
OCB9	0,546	0,555	0,091	0,881
WC1	0,177	0,871	0,027	0,496
WC2	0,470	0,901	0,024	0,434
WC3	0,283	0,895	-0,075	0,490

Thus, it can be concluded that each item in the block is a unique item and, indeed, measures the variable. Thus, it can be said that there is good discriminant validity (Fornell and Larcker 1981).

Table 5: The results of discriminant validity with the Heterotrait-Monotrait Ratio method

	Creative Performance	Work Competency	Negative affect	OCB
Creative Performance				
Work Competency	0,387			
Negative affect	0,261	0,179		
OCB	0,484	0,569	0,280	

From Table 5 above, all variables of correlation values are below 0.85, so it is stated that only one construction has good discriminant validity (Henseler, dkk 2015).

I) R square and Q square

The size of an exogenous variable's description of an endogenous variable can be determined with the use of R square. Conversely, the Q square aids in determining the degree to which the exogenous variable forecasts the endogenic variable. (Hair and others, 2014). The following are the outcomes of the R square and Q square analyses:

Table 6: Results of R Squares and Q Squares

	R Square	Information	Q Square	Information
OCB	0,545	Average	0,371	Strong
Creative Performance	0,339	Weak	0,192	Medium

Based on the above table, it can be seen that the Organizational Citizenship Behaviour (OCB) variable has an R² of 0.545, which means that the magnitude of negative influence affects work competence is 54.5% and belongs to the middle category (Hair et al., 2014). (Hair et al., 2014).

In addition, the variable Organizational Citizenship Behaviour (OCB) has a Q square of 0.371, meaning the ability of the negative variable affects and the working competence in predicting organizational citizenship behaviour is in a strong category.

J) Structural Model Assessment

The results of the Structural Model Assessment (SMA) using the bootstrapping method are as follows:

Figure 1: Structure Model Assessment (SMA)

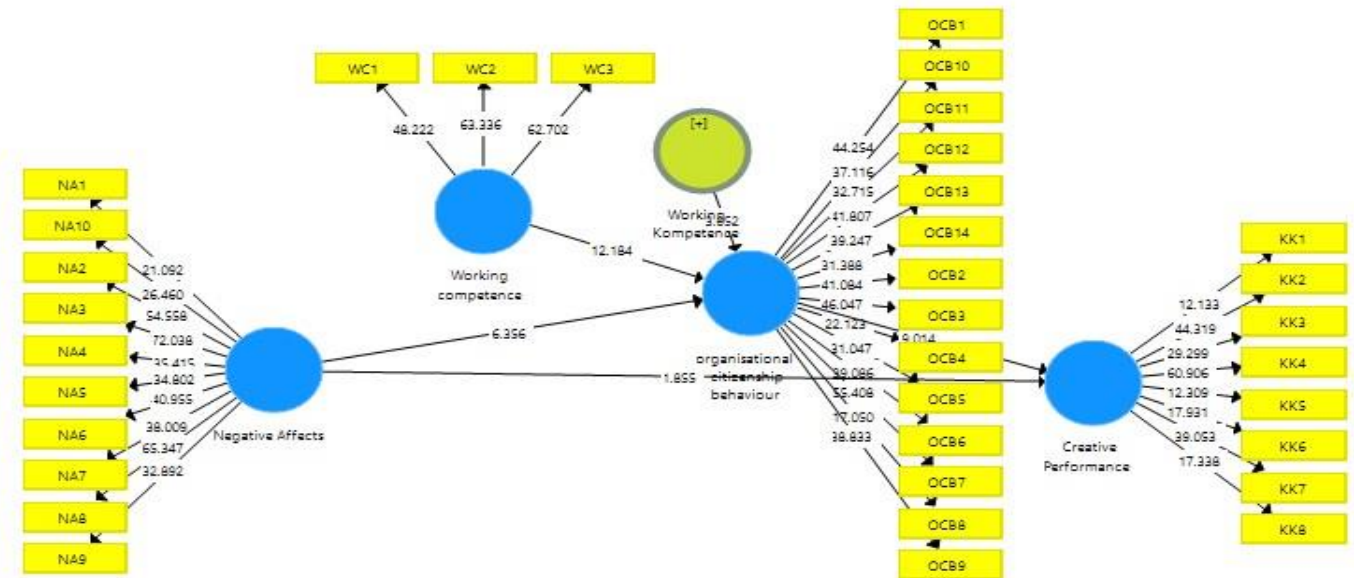


Table 7: Hypothesis Results

Hypothesis	Original Sample	T Statistics	P Values	Hipotesis
Negative affect -> Creative Performance	0,135	1,855	0,064	H1 Rejected
Negative affect -> OCB	0,303	6,356	0,000	H2 Rejected
OCB -> Creative Performance	0,507	9,014	0,000	H3 Accepted
Work Competency -> OCB	0,563	12,184	0,000	H4 Accepted
Negative affect->Work Competency -> OCB	-0,142	3,092	0,000	H5 Accepted
Negative affect -> OCB -> Creative Performance	0,182	7,034	0,000	H6 Accepted

Negative effects on creative performance have an original sample size of 0.135, T statistics of 1,855 (smaller than 1.96), and P values of 0.064 (larger than 0.05), so it is concluded that negative effects do not affect creative performance. (H1 Rejected). Negative effects on OCB have an original sample of 0.303, T statistics of 6.356 (larger than 1.96), and P values of 0.000 (smaller than 0.05), so it is concluded that negative effects do not affect the OCB because the hypothesis of this study is negative. In contrast, the results of the study are found to be positive. (H2 Rejected). The impact of OCB on creative performance has an original sample of 0.507 (positive mark), T statistics of 9.014 (larger than 1.96), and P values of 0.000 (smaller than 0.05), so it is concluded that OCB influences creativity. (H3 Accepted). The impact of work competence on OCB has an original sample of 0.563 (positive mark), T statistics of 12.184 (larger than 1.96), and P values of 0.000 (smaller than 0.05), so it is concluded that the competence of work influences the OCB. (H4 Accepted). Work competence roles moderate the relationship between negative affect and OCB (original sample: -0,142 (negative mark), T statistics: 3.092 (larger than 1.96), and P values: 0.000 (smaller than 0.05), so it is concluded that work competence moderates the negative relationship between effect and OCB (H5 Accepted). The results of the analysis of the impact of OCB as a mediation variable between negative affects and creative performance (NA \diamond OCB \diamond KK) have an original sample of 0.182, T statistics of 7.034 (larger than 1.966), and P values of 0.000 (smaller than 0.05) so that it can be concluded that OCB has been shown to mediate the relationship between negative effects and creative performances so that H6 is Accepted.

IV. CONCLUSION

Based on the analysis carried out, the conclusion was obtained: negative affect has no positive influence on the creative performance of Basarnas staff and BPBD Province of West Sumatra; negative affect does not have a positive impact on

Organizational Citizenship Behaviour (OCB) in Basarna staff and BDPB Province of Western Sumatra. Organizational citizenship behaviour has a positive effect on the creative performances of BSP and BSPB staff in West Sumatera Province.

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