

## SMEs Performance During Covid-19 Pandemic and VUCA Era: How the role of Organizational Citizenship Behavior , Budgetary, Participation and Information Asymmetry?

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### Abstract

The purpose of this study was to identify the effect of organizational citizenship behavior (OCB), budgetary, participation and information asymmetry on SMEs Performance During the Covid-19 Pandemic and VUCA Era. This research method is quantitative through online surveys through online social media. The sampling technique used was purposive sampling technique with the specified number of samples as many as 190 SMES management respondents. The quantitative data analysis technique used partial least square structural equation modeling (PLS-SEM) analysis. Based on the results of calculations using PLS-SEM software version 3.0, the results show that there is not significant relationship between organizational citizenship behavior (OCB) and SMEs Performance. , there is not significant influence between budgetary on SMEs Performance, there is not significant effect between participation and SMEs Performance, there is not significant effect between budgetary on SMEs Performance. The novelty of this research is the relationship model of organizational citizenship behavior (OCB), budgetary, participation and information asymmetry to SMEs Performance During the Covid-19 Pandemic and VUCA Era.

**Key words:** SMEs Performance , Covid-19 Pandemic , VUCA Era, Organizational Citizenship Behavior , Budgetary, Participation and Information Asymmetry

### Introduction

The company is currently in a VUCA (volatile, uncertainty, complexity and ambiguity) condition, this is because being in a disruption era condition can lead to fundamental changes that are destructive, changing all old ways of working into new ones. According to Bularafa et al. (2021)The company is a place to serve the fulfillment of consumer needs. A strong foundation for achieving success includes organization and employee performance. An important element in a company is human resources . According to Aidoo et al. (2021) humans are the main factor that plays a role in an organization. The human factor as a source of competitive advantage is inseparable from the key elements of a company so that understanding the skills of the team in human resources allows the company to determine the appropriate position and task for each employee. In addition, the company's comprehensive understanding of its employees also increases work productivity.

In addition to the era of disruption, we are also currently entering the era of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity). More specifically, Volatility means a very fast dynamic change in various aspects such as social, economic and political. Uncertainty means uncertainty and a situation full of surprises that can happen at any time. Complexity is the presence of disorder and chaos that surrounds any organization. According to Budi et al. (2021);Bularafa et al. (2021) ambiguity is defined as a heavy burden of reality and mixed meanings from various existing conditions or a situation that feels floating and clarity is still in question, According to Atrizka et al. (2020);Budi et al.

(2021);Bularafa et al. (2021) VUCA is a situation that describes how business conditions and how to determine a strategy in today's world are influenced by Volatility where changes occurs quickly due to unexpected challenges in the business world, Uncertainty where issues and events are less predictable, Complexity where issues and chaos occur around the organization and are interconnected with each other, and Ambiguity where something clear and can be determined becomes rare so that making decisions requires courage, responsibility and willingness. According to Aidoo et al. (2021);Alraja et al. (2022);Anas et al. (2020) Job relevant information is information related to tasks that will assist managers in making decisions. The transfer of information that occurs is expected to be a better knowledge for alternatives in decision making and actions needed to achieve the goals that have been set. In addition, the company can encourage employees to behave positively, for example helping other employees by supporting each other in the team. In addition, companies need to form a conducive environment that can encourage various activities and of course the more Organizational citizenship behavior of an employee will increase, it will have an effect on increasing the employee's performance.

### **Literature Review**

VUCA(Volatility, Uncertainty, Complexity, and Ambiguity)

According to Budi et al. (2021);Bularafa et al. (2021) Adaptation of companies to be imperative in the era of disruption and the industrial revolution 4.0 as it is today, such as dynamic volatility, high uncertainty, increasing complexity, and ambiguity are characteristics of the era of disruption and the industrial revolution 4.0, or what is also commonly known as the VUCA era (Volatility, Uncertainty, Complexity, Ambiguity). To deal with VUCA, sensitivity, adaptivity, and constructive understanding are needed. An adaptive company is a fundamental ability needed in an effort to achieve business success. In addition, the business situation is changing rapidly, making companies need to have sensitivity in seeing the opportunities, risks and challenges they face. In addition, the company also needs to have a constructive understanding in integrating managerial competence with the competence of its employees. It can be concluded, a company that is able to survive in the VUCA era is a company that is able to combine aspects of vision, competence and culture. These elements are also strengthened by the company's initiation in building innovation to continue to grow in achieving its business goals. Volatility, uncertainty, complexity, and ambiguity each pose unique challenges. Therefore, the leader must be able to identify it, because each component requires its own and unique response. In addition, each of the four components is a different phenomenon that requires an equally different exact response. According to Aidoo et al. (2021); Budi et al. (2021);Bularafa et al. (2021)The main problem is that if leaders see VUCA as common, unsolvable and unavoidable, they will not take action because the real problem remains unsolved. Meanwhile, if leaders prepare to face the wrong challenges because of misreading the situation, resources will be mishandled and they will fail to address the real problem.

### **Budgetary Participation**

According to Caballero et al. (2021) Budgetary participation is an approach in budgeting that allows managers both at the top and bottom levels to be responsible for budget performance, to participate in budget development, and to encourage creativity. Participation in budgeting means the participation of operating managers in jointly deciding on budget commitments regarding a series of future activities that will be taken by the operating managers in achieving budget targets stating that budgeting participation can produce benefits such as encouraging creativity at all levels of employees, increasing a sense of responsibility. , and also increase employee commitment to budget goals. According to Novitasari et al. (2020);Nugroho et al. (2022) Participation in budgeting means the participation of two or more parties in carrying out management responsibilities in planning, coordinating and controlling which have future impacts on decision makers.

### **Information Asymmetry**

According to Novitasari et al. (2020); Nugroho et al. (2022) asymmetric information or information inequality is a situation where managers have different information about the company's prospects than those from outside the company. According to Caballero et al. (2021); Nugroho et al. (2022) explains that information asymmetry is a situation where one party, namely the agent, has more information than the principal who is the owner of the company, because the agent is a person who directly works in the field. According to Caballero et al. (2021); Novitasari et al. (2020); Nugroho et al. (2022) this situation will trigger the emergence of a condition known as information asymmetry, which is a condition in which there is an imbalance in the acquisition of information between management as an information provider and external parties such as shareholders and stakeholders in general as users of information. Vizano et al. (2020) Information asymmetry is a condition in which subordinates have more information than their superiors, and vice versa. If the first possibility occurs, there will be greater demands from superiors to subordinates regarding the achievement of a budget that according to subordinates is too high. However, the second possibility occurs, subordinates will state the target is lower than what will be achieved.

### **Organizational Citizenship Behavior**

Organizational Citizenship Behavior is the behavior of employees who are conscious and voluntary in carrying out tasks outside of their responsibilities and obligations, but this behavior is not tied to the reward system that must be given by the company and its mistakes. According to ;Nugroho et al. (2022) define OCB as a behavioral choice that is not part of the formal job requirements of workers, but contributes to the psychological and social environment of the workplace. Extra behavior is an important part of increasing organizational commitment. According Novitasari et al. (2020); Nugroho et al. (2022) Extra role behavior or Organizational Citizenship Behavior, hereinafter referred to as OCB, is a willingness to take extra actions outside of their main duties and main functions as a member of the organization. This can be done in various ways, such as leading or helping students volunteer outside of class hours and providing ideas without being asked . Organizational Citizenship Behavior (OCB) as a worker's contribution is more than a formal job description and involves several behaviors, including helping others, volunteering for extra tasks, obeying the rules and procedures in the workplace.

### **Job Relevant Information**

Job Relevant Information is information that can assist managers in selecting the best course of action through better informed efforts such as the economic condition and financial condition of the organization. According to CNovitasari et al. (2020); Nugroho et al. (2022) Job relevant information in question is the availability of information relevant to his job duties, which can help managers choose the best course of action through that information, thereby creating a budget preparation process as well as better performance or budget realization and can achieve company goals. Job relevant information (JRI) is defined as information that helps management to improve the choice of actions through well-informed efforts, both sourced from the company's external and internal environment, in addition to information that influences decisions.

### **Performance**

Performance is the result of work achieved by a person in carrying out his duties on skills, efforts and opportunities. Based on the statement above, performance is a result achieved by a person in carrying out a task based on skills, experience and sincerity and time according to predetermined standards and criteria. Performance is the achievement of organizational goals that can form quantitative and qualitative output, creativity, flexibility, reliability or other things that the organization can desire. Emphasis on performance can be short-term or long-term, also at the individual, group or organizational level. Employee performance is another meaning of performance which means the work of employees, a

structural method or an agency thoroughly, so that in this way the results of work can be shown with concrete evidence and can be assessed (compared to the provisions that have been confirmed). According to Caballero et al. (2021); Nugroho et al. (2022) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Nadeak et al. (2021); Novitasari et al. (2020); Nugroho et al. (2022) which states that high performance is a step towards the process of achieving the goals of the organization concerned. The main factor as a measure of the success of a company or organization can be seen from the performance and quality of the employees. If the quality of employees is good, it will affect the development of employee performance.

### **Correlation of Variables**

Previous studies have been carried out, including those carried out by According to Novitasari et al. (2020); Nugroho et al. (2022) which states that in this VUCA era, leadership style has an important role in building a company. An agile leadership style can save a company from crashing in the face of a crisis. In the VUCA era, business leaders must be able to read business trends quickly.

### **The Effect of Budget Participation on Performance**

Budget participation makes a person feel valued for his opinion and has an influence in budgeting, thus making a person not only responsible, but also has moral consequences that can improve performance in accordance with budget targets. Budgeting involves many elements of the company, from the bottom to the top where they are judged to have more information related to their unit. According to Nugroho et al. (2022) Participation in budgeting is a collaboration of all levels of the organization to prepare a budget and basically top managers are usually less aware of daily activities, so that more detailed information or budgets are needed from their subordinates, on the other hand top managers have a broader view of company as a whole which is vital in policy making in general. Budgetary participation is a budgeting approach that focuses on efforts to increase employee motivation to achieve organizational goals. Budget participation is considered capable of influencing the motivation and commitment of lower level managers in an effort to achieve predetermined and predetermined goals, this will have an influence on the quality of work of the manager/leader on an ongoing basis, and will also affect the overall performance of the organization.

### **Effect of Information Asymmetry on Performance**

According to Novitasari et al. (2020); Nugroho et al. (2022) Information asymmetry occurs when there is an imbalance of information held, where the information is controlled by only one party who has great power. Superiors and subordinates each have different interests, for example, superiors who know more about organizational information, superiors will tend to demand that subordinates work harder than they should and if more dominant subordinates have organizational information, they will tend to lower work targets

### **The Effect of Organizational Citizenship Behavior on Performance**

Organizational Citizenship Behavior (OCB) needs to be considered in an effort to improve employee performance. One of the requirements for the realization of good employee performance is the existence of OCB because OCB is able to make employees have performance above the work demands expected by the organization. The better the OCB applied by employees, the greater the job satisfaction generated. According to Novitasari (2020); Pu Nugroho et al. (2020) workers who are satisfied with the work they do usually apply OCB principles within the company. According to Novitasari (2020); Troise et al. (2022) ) put forward facts that show that organizations that have employees who have good OCB will

have better performance than other organizations. The success of an organization is determined by in-role behavior and extra-role behavior. In-role behavior is a job description in an organization while extra-role behavior is employee behavior that is carried out for an informal organization. The high extra-role behavior in an employee will shape the behavior of an employee's awareness to do something and contribute to the organization without the need to be assigned or informal. According to Novitasari (2020); Pu Nugroho et al. (2020) Organizational Citizenship Behavior (OCB) is a new concept in terms of performance analysis. This concept explains that OCB is carried out by an individual with full freedom (at will) in determining something and mutual understanding without any request for compensation or other formal rewards to the organization, so this behavior is very helpful and beneficial to the organization.

### **The Influence of Job Relevant Information on Performance**

The information generated during the participation process will be able to improve the ability of lower-level individuals in carrying out their duties. If the information needed is there when making decisions because with the information it will help and facilitate the task so as to improve managerial performance. In this case, it may provide a better knowledge of the alternative decisions and actions that will be required to be included in budgeting. So that job relevant information can affect performance because it provides accurate predictions of environmental conditions and provides more effective selection in decision making. Job Relevant Information affects performance because it provides accurate predictions of environmental conditions and provides a more effective selection to take the best course of action. According to Praditya (2020) JRI (Job Related Information) helps the performance of subordinates through information about what to do during working time. Job Relevant Information (JRI) is internal organizational information that tends to be related to the tasks produced by employees. This information can provide a more precise environmental prediction and allow the choice of a better policy so as to improve performance. Based on the description described above, the following hypothesis can be made:

### **Method**

This research method is quantitative through online surveys through online social media. The sampling technique used was purposive sampling technique with the specified number of samples as many as 190 SMES management respondents. The quantitative data analysis technique used partial least square structural equation modeling (PLS-SEM) analysis.

The hypothesis of this study is:

H1: There are positive and significant effect of Budget Participation on Performance

H2: There are positive and significant effect of Information Asymmetry on Performance

H3: There are positive and significant effect of Organizational Citizenship Behavior on Performance

H4: There are positive and significant effect of Job Relevant Information on Performance

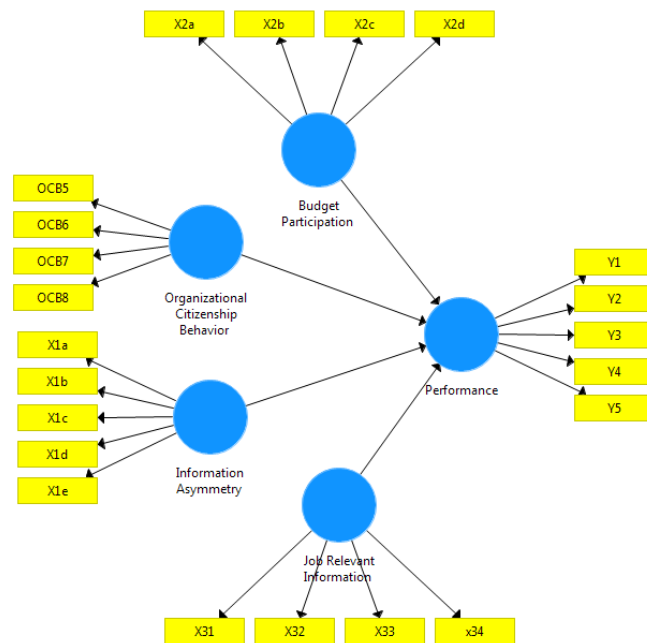


Fig 1 Research Model

### Result, Discussion and Opinion

The evaluation of the PLS model is divided into two, namely as follows. (1) Evaluation of the outer model, including the value of outer loading  $> 0.5$  (ideally more than 0.7), average variance extracted (AVE)  $> 0.5$ , and composite reliability  $> 0.8$ . (2) Evaluation of the inner model, including the value of latent variable correlations (valid when  $r > 0.5$ ) and path coefficients (if  $r$  is valid, then path coefficients are significant). The variables in this study consisted of one exogenous variable, namely supply chain management practices and two endogenous variables, namely competitive advantage and SME performance.

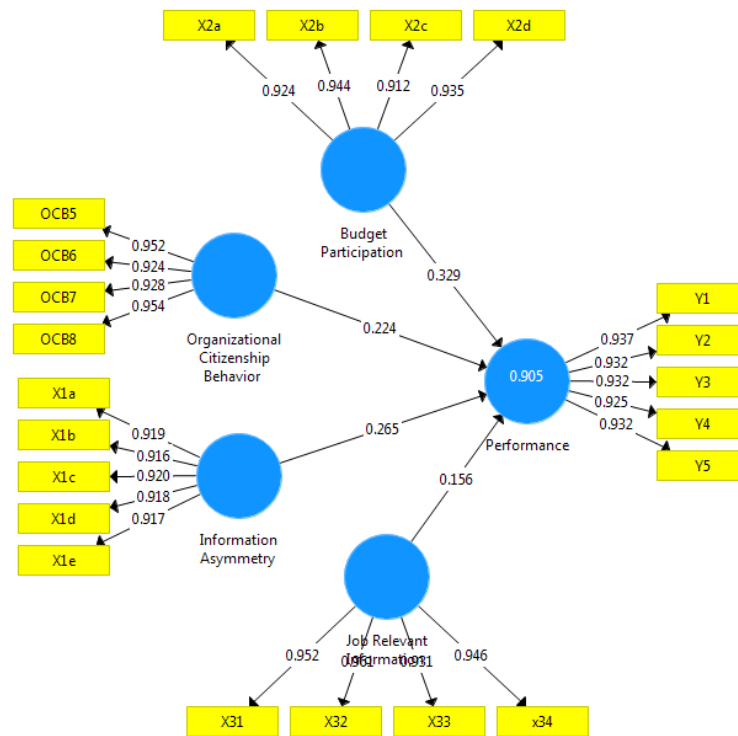


Figure 2. Convergent Validity Testing

Based on the estimation results of the PLS model in the picture above, all indicators have a loading factor value above 0.5 so that the model has met the convergent validity requirements.. The value of loadings, cronbach's alpha, composite reliability and AVE for each complete construct can be seen in table 1 and figure 2.

Table 1. Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

	Cronbach's Al...	rho_A	Composite Reliability	Average Variance ...
Budget Participation	0.947	0.948	0.962	0.863
Information Asymmetry	0.953	0.954	0.964	0.843
Job Relevant Information	0.962	0.962	0.972	0.898
Organizational Citizenship Behavior	0.956	0.956	0.968	0.883
Performance	0.962	0.962	0.971	0.868

The reliability test results in table 1 above show that all constructs have composite reliability and Cronbach's alpha values greater than 0.7 (> 0.7). In conclusion, all constructs have met the required reliability

R-square Testing

The R Square value and the significance test value are obtained as shown in the table below:

Table 2. R Square

	R Square	R Square Adjus...
Performance	0.905	0.901

The R2 value of the performance construct is 0.905, which means 0.905% performance are described by Budget Participation, Information Asymmetry, Organizational Citizenship Behavior, Job Relevant Information on Performance by 90.5%, the remaining 9.5% is explained by other constructs outside this study.

Hypothesis testing

Hypothesis testing is carried out based on the findings of the inner model, which comprises the r-square output, parameter coefficient, and t-statistic, according to Hair et al. (2017). To determine if a hypothesis may be accepted or rejected by looking at the significant value between the constructs, t-statistics, and p-values, among other things. SmartPLS (Partial Least Square) 3.0 software was used to conduct the hypothesis testing for this study. The t-statistic > 1.96 was utilized in this investigation, with a significance threshold of p-value 0.05 (5 percent) and a positive beta coefficient.

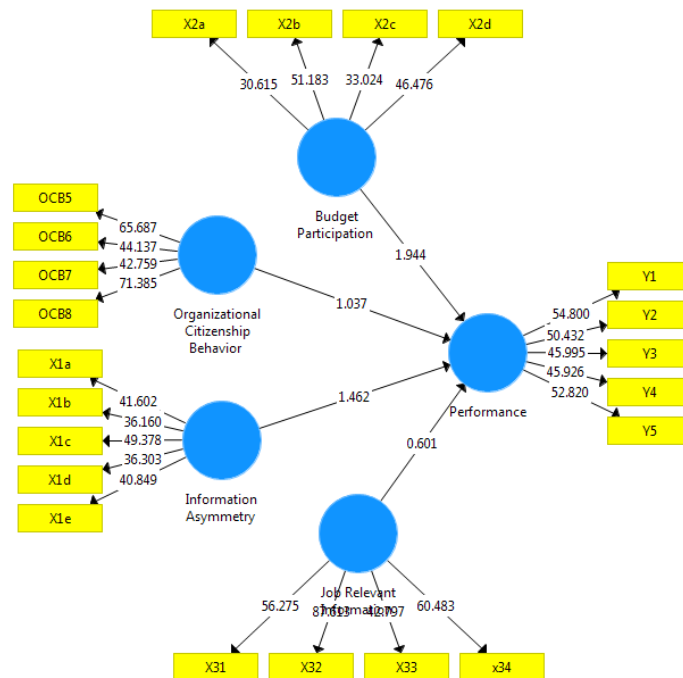


Figure 3. Hypotheses Testing

The results of hypothesis testing for all variables that have a direct effect are shown in the table 3 below

Table 3: Hypothesis Result of the Structural Model



	Original Sampl...	Standard Deviation ...	T Statistic...	P Values
Budget Participation -> Performance	0.329	0.172	1.911	0.057
Information Asymmetry -> Performance	0.265	0.181	1.460	0.145
Job Relevant Information -> Performance	0.156	0.256	0.608	0.543
Organizational Citizenship Behavior -> Performance	0.224	0.222	1.009	0.313

### **The Effect of Budget Participation on Performance**

The budgetary participation variable partially has no effect on performance. The absence of a significant influence between budget participation and budget participation on performance partially means that budget participation has not been seen as something that can improve performance. This is because more budget participation worsens a managerial decision and this study is in line with research conducted by According Sumarsi et al. (2019); Tian et al. (2020); Wang et al. (2021) which states that employees who are involved in budget planning do not participate in expressing ideas in the budgeting in other words employees only approve ideas from their superiors. This study is not in line with According to Putra et al. (2020) provide evidence that the company's performance will look bad if the company is not able to absorb its budget optimally so that the better budgetary participation available, the more it will improve performance.

### **Effect of Information Asymmetry on Performance**

The t-test shows that the information asymmetry variable has no effect on performance. This could be because another risk of information asymmetry is that budget preparers may distort information with the aim of lowering superiors' expectations of their performance. This research is in line with that conducted by Sa'adah et al. (2022); Sumarsi et al. (2019); Tian et al. (2020); Wang et al. (2021) who provide evidence that there is a lot of information about regulations, tariffs, and the like, so it takes effort to understand the information that is relevant as a whole to their performance.

### **The Effect of Organizational Citizenship Behavior on Performance**

The variable organizational citizenship behavior partially has no effect on performance. This could be due to the lack of cooperation and tolerance of employees involved in the company to be able to implement organizational citizenship behavior in the company, in order to improve performance in completing work. The results of this study are in line with those carried out by . The results of this study are not in line with those carried out by According to Sumarsi et al. (2019); Tian et al. (2020); Wang et al. (2021) which provides evidence that good OCB (organizational citizenship behavior) is something that can encourage good performance as well.

### **The Influence of Job Relevant Information on Performance**

The job relevant information variable partially has no affects performance. This is because the availability of job relevant information will help managers to make important decisions and can predict the state of the company's environment accurately and is believed to have an influence on employee behavior and performance. The results of this study are in line with those of Putra et al. (2020); Prameswari et al. (2020) which provides evidence that job relevant information is information related to the task that will assist managers in making decisions. The transfer of information that occurs is expected to be a better knowledge for alternatives in decision making and actions needed to achieve the goals that have been set. This is not in line with the research conducted by Purwanto et al. (2022); Sa'adah et al. (2022); Sumarsi et

el. (2019);Tian et el. (2020);Wang et el. (2021) which states that job relevant information has not been seen as something that can improve performance.

### Conclusion

The results of this paper can be stated that the job relevant information variable, budget participation variable, information asymmetry, organizational citizenship behavior (OCB) has no significant effect on performance. VUCA indirectly creates a new trend that is important for practitioners and corporate leaders to understand today. In the past, people were looking for companies to work for them, now it's the opposite, companies are looking for the best people to work for. In the past, machines, capital and geographical conditions became an advantage, now, talented employees are the hallmark of the company. Talent that used to only play a small role in business success, is now a determinant of change. Some of the limitations that may affect this research include the respondents used in this study only respondents who are employees or staff in the city so that this study cannot explain the factors that affect performance because the data used are primary data originating from the questionnaire and the data obtained from the questionnaire is usually subjective or can be based on the opinion of each respondent. Furthermore, we suggests that policy makers need to continue to increase budget participation, information asymmetry, organizational citizenship behavior and job relevant information so that performance can be improved.

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