

## **THE ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN IMPROVING EMPLOYEE PERFORMANCE**

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### **ABSTRACT**

This research aims to review several research results that have been carried out by several researchers. 17 research results were reviewed to obtain conclusions about the role of OCB on employee performance. The method used is a descriptive qualitative method. The research results show that OCB plays an important role in improving performance. Job satisfaction has a positive effect on employee performance. Organizational commitment has a positive effect on employee performance. Job satisfaction has a positive effect on OCB. Organizational commitment has a positive effect on employee performance. Organizational commitment has a positive effect on OCB. OCB has a positive effect on employee performance. Job satisfaction has a positive effect on employee performance through OCB. Organizational commitment has a positive effect on employee performance through OCB.

**KEYWORDS:** Commitment, Satisfaction, OCB, Performance.

### **1. INTRODUCTION**

Human resources (HR) are seen as important assets in the company, because humans are resources that are always needed in every work process.(Annalia, 2020). Potential resources must be able to cope with any developments and advances in technology that are up to date for the needs of the company or organization. Each organization or company will develop a structured organizational structure to determine quality and competitive human resources. In carrying out tasks in the organization and to compete with competitors, HR is not enough to carry out their respective tasks according to the job description, but they must have extra-role behavior in order to have a positive influence on the company and be able to also known as Organizational Citizenship Behavior (OCB).

*Organizational Citizenship Behavior*(OCB) or also known as Citizenship Behavior, is one of the factors related to the manifestation of a person (employee) as a social being. With the ability to empathize, employees can understand other people and their environment and can align their individual values with those of their environment so that "good citizen" behavior emerges. Emotional competence and work ability are part of citizenship behavior (OCB) which can produce outstanding performance in a company or organization(Utomo et al., 2019)

Several studies on OCB reveal that the impact of OCB can increase the effectiveness and success of a company or organization(Dewi et al., 2022; Prahesti et al., 2017). The role and benefits of OCB are that managers or human resources employees try to encourage the growth of OCB in the organization. The impact of OCB on employees shows good behavior for the organization(Badaruddin, 2022; Takdir and Ali, 2020; Utomo et al., 2019). Then the organization will provide good behavior to organizational members. The importance of building OCB cannot be separated from employee commitment to the organization. Employee commitment will encourage the creation of OCB.

A successful company needs employees who will do more than what they usually do or employees who are able to provide performance that is more than expected by the company. Currently, in the world of work, teamwork and flexibility are needed in carrying out tasks, companies need employees who have good behavior, don't complain about the work being done, avoid unnecessary conflicts, have initiative in completing tasks, offer themselves for extra work, Have initiative in completing tasks. Fred is inLuthans (2018)defines OCB as individual behavior that is free to choose, not regulated directly or explicitly by a formal reward system, and gradually promotes effective organizational functioning.

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Research reveals that OCB is carried out in the presence of high work performance intermediaries. Employees who have ocb tend to have good performance. this is proven by several studies (Dewi et al., 2022; Suryadi and Foeh, 2022). This research provides a positive influence of OCB on employee performance. In this series there are other factors that can influence OCB and performance, namely job satisfaction and work commitment.

Employee job satisfaction can be a company project in providing employee support in carrying out work activities. The more work or targets, the company can provide incentives so that employees are satisfied and stay in the company. Satisfaction will be an incentive for employees to improve performance so that OCB can be carried out with each other (Darmawati, 2018; Kurniawan and Safitri, 2022).

Furthermore, the organizational commitment factor, namely organizational commitment, is the degree to which an employee identifies himself with a particular organization and its goals and wishes to maintain membership in that organization. (Normi, 2017). With high organizational commitment, of course, employees find it easier to communicate and appreciate one employee with other employees so that they have the same goal of increasing productivity and effectiveness of work that is actually carried out together with their respective responsibilities. Employees who have organizational commitment are able to provide loyalty so that they will naturally behave well as they are (OCB). (Faiza et al., 2021).

In carrying out organizational commitment, employees will carry out their obligations in carrying out certain jobs. With organizational commitment, employees will show their performance literally and can form OCB motives (Lukito, 2020; Prahesti et al., 2017). Usually employees will communicate well with fellow employees in the organization to solve their work problems. So that OCB will continuously provide interconnectedness with higher employee work performance.

Based on the background above, it is important to examine the work efforts of employees at PT Coconut Homes from job satisfaction and organizational commitment to OCB.

## 2. LITERATURE REVIEW

This study uses a grand theory that supports this research, namely: Organizational Citizenship Behavior Theory, and Goal Setting Theory. This theory provides an explanation, namely the variables of satisfaction, performance, organizational commitment, OCB. Job satisfaction shows positive behavior that can support performance. With positive behavior, employees will show a high commitment to the organization and additional behavior outside the organization's main work.

### **Organizational Citizenship Behavior Theory**

Deep Robbins Shah (2019) suggests that organizational behavior is a way of thinking that examines the impact of behavior of individuals, groups and organizational structures which aims to gain knowledge in developing

organizational effectiveness. Next, Gibson is in Shah (2019) defines organizational behavior as a field of study that includes theories, methods, and principles from various disciplines to study individual perceptions, values, individual learning capacities, and actions when working in groups and within the organization as a whole, analyzing the effects of the external environment of the organization and its resources, mission objectives and strategy.

Furthermore, the term Organizational Citizenship Behavior (OCB), which was first put forward by Dyne. This theory describes the attitudes and behavior of employees that go beyond the tasks that have been assigned in their job descriptions, and in the process, they get awards or rewards that are not directly from the organization. OCB itself can be divided into five basic categories, namely altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. (Dyne et al., 1994; Luthans, 2002).

**Theory Goal Setting**

*Goal setting theory* developed by Locke since 1968 has attracted attention in various organizational issues and problems. According to this theory, individuals have several goals and they are motivated to achieve those goals. Goal setting theory is the main factor that influences individual choices is the goals they set. Research has shown that this theory has a significant influence in formulating goals (Haslindah et al., 2020).

An important characteristic of goal setting is the level of difficulty of the goal. Different levels of difficulty in setting goals will provide different motivation for individuals to achieve certain performance. Easy goals will be considered routine achievements that are easy to achieve, so that it can reduce individual motivation to be creative and develop their abilities. On the other hand, goals that are more difficult but still achievable will encourage individuals to think about how to achieve these goals. This process encourages the development of individual creativity and ability to achieve goals.

Goal setting theory also states that goals play an important role in motivating individuals to achieve performance. There are four main mechanisms in this theory. First, goal setting helps direct an individual's attention to focus more on achieving that goal. Second, goals help organize the effort individuals exert to achieve goals. Third, goals can increase individual persistence in achieving these goals. Fourth, goals help individuals in planning appropriate strategies and actions (Arsanti, 2009). Thus, goal setting can improve individual performance and ultimately improve organizational performance.

In the context of goal setting, commitment is also an important factor. Commitment to goals has a direct and indirect influence on performance. When someone has high goals, high commitment will result in better performance than those with low commitment. However, if goals are low, high commitment can limit performance.

**3. RESEARCH METHODS**

The design of this study uses literature review type research, literature review research is research conducted in reviewing several research results so as to obtain conclusions about the results of these studies, but the data studied is data from the results of these studies, so that relative events are found, distribution and relationship between sociological and psychological variables (Sugiyono, 2017).

This research uses statistical research or uses a descriptive qualitative approach (Ghozali, 2016; Sugiyono, 2017). In addition, this research can also be used as exploratory research based on the concept to be tested or developed. Explorative research is a type of social research that aims to provide a definition or initial explanation of the concepts or patterns used in research. The aim is to dig up extensive information about the causes or factors that influence a phenomenon (Arikunto in Janah et al., 2016). Some of the research results that will be explored are as follows:

Table 1  
Data Review

No.	Author, Year	Title
1	(Priyadi et al., 2020)	The Influence of Job Satisfaction, Organizational Commitment, and Job Insecurity on Organizational Citizenship Behavior (OCB) (Study on Non-PNS Employees of the Indonesian Ministry of Social Affairs)
2	(Badaruddin, 2022)	Organizational Citizenship Behavior Dimension

No.	Author, Year	Title
3	(Jaya, 2018)	The Influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) of Employees at BPTPM Pekanbaru City
4	(Takdir and Ali, 2020)	The Effect of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behaviors (OCB)
5	(Normi, 2017)	The Influence of Organizational Commitment and Employee Competence on Employee Performance at PLN (Persero) Main Development Unit II Medan
6	(Lion, 2022)	The Effect of Organizational Commitment on Employee Performance with Compensation as a Moderating Variable
7	(Patta et al., 2021)	The Influence of Organizational Commitment and Workload on Performance Through Work Motivation of Village Office Employees in Bontoharu District, Selayar Islands Regency
8	(Kristin Juwita and Nanda Rizky Permatayuny, 2021)	The Effect of Job Satisfaction and Work Discipline on Employee Performance at CV. Mega Lestari Plasindo Jombang
9	(Ariska and Rahmawati, 2021)	The Influence of Job Satisfaction and Compensation on PT Employee Performance. Delta Satria Dewata Singaraja
10	(Dewi et al., 2022)	The Influence of Work Motivation and Organizational Citizenship Behavior (OCB) on Employee Performance at CV. Bhuana Permai
11	(Suryadi and Foeh, 2022)	Determinants of Employee Performance: Organizational Citizenship Behavior (OCB), Job Satisfaction, Organizational Commitment, Work Discipline, Workload and Organizational Culture: (A Review of Human Resource Management Literature)
12	(Lukito, 2020)	The Influence of Organizational Citizenship Behavior on Employee Performance Through Job Satisfaction in PVC Production at UD. Lucky Jaya Sidoarjo
13	(Azhari et al., 2021)	The influence of job satisfaction on employee performance
14	(Fauziek and Yanuar, 2021)	The Effect of Job Satisfaction on Employee Performance with Job Stress as a Mediating Variable
15	(A. Gita Subakti, 2013)	The Influence of Motivation, Satisfaction, and Work Attitudes on Employee Performance at Café X Bogor
16	(Sudarmo and Wibowo, 2018)	The Effect of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behavior (OCB)
17	(Sudama, 2022)	Organizational Commitment as a Mediator of Motivation and Work Discipline on the Performance of LPK Monarch Bali Employees

#### 4. RESEARCH RESULT

Previous research can provide a research map of relevant studies. Previous research can also be novelty and the latest research is the effect of job satisfaction and organizational commitment on performance and OCB as a mediator. Several studies that have been conducted by other researchers provide research results that have research relevance, which include the following:

##### a. The effect of job satisfaction on employee performance

Research conducted Kristin Juwita and Nanda Rizky Permatayuny (2021) by title The Effect of Job Satisfaction and Work Discipline on Employee Performance at CV. Mega Lestari Plasindo Jombang. This research uses a quantitative approach, where the respondents were 42 employees. The analysis technique used is multiple linear regression, this study found job satisfaction has a positive and significant effect on employee performance.

Research conducted Ariska and Rahmawati (2021) by title The Influence of Job Satisfaction and Compensation on PT Employee Performance. Delta Satria Dewata Singaraja. This research uses a causal quantitative approach, where the respondents were 41 employees. The analysis technique used is multiple

linear regression, this study found job satisfaction has a positive and significant effect on employee performance.

Research conducted Suryadi and Foeh (2022) by title *Determinants of Employee Performance: Organizational Citizenship Behavior (OCB), Job Satisfaction, Organizational Commitment, Work Discipline, Workload and Organizational Culture: (A Review of Human Resource Management Literature)*. This research uses a causal quantitative approach, where the respondents are 48 employees. The analysis technique used is SEM path analysis (Path Analysis). This research finds that job satisfaction has a positive and crucial influence on employee performance.

Research conducted Lukito (2020) by title *The Influence of Organizational Citizenship Behavior on Employee Performance Through Job Satisfaction in PVC Production at UD. Lucky Jaya Sidoarjo*. This study used a quantitative approach, where the respondents were 34 employees. The analysis technique used is Partial Least Square (PLS), this study found job satisfaction has a positive effect on employee performance.

While Research Azhari et al., (2021); Fauziek and Yanuar, (2021); Subakti, (2013) expressing satisfaction has no effect on performance. Dissatisfaction occurs when employees experience discrepancies in expectations such as salary, no promotions and career opportunities. The need for organizational evaluation as management improvement (Fauziek and Yanuar, 2021).

**b. The effect of organizational commitment on employee performance**

Research conducted Normi (2017) by title *The Influence of Organizational Commitment and Employee Competence on Employee Performance at PLN (Persero) Main Development Unit II Medan*. This research uses a quantitative approach, where the respondents were 70 employees. The analysis technique used is Multiple Linear Regression, this study found organizational commitment has a positive effect on employee performance.

Research conducted Lion (2022) by title *The Effect of Organizational Commitment on Employee Performance with Compensation as a Moderating Variable at the Kokasih Clinic*. This research uses a quantitative approach, where the respondents were 100 employees. The analysis technique used is moderation regression analysis. This study found organizational commitment to have a positive and significant impact on employee performance.

Research conducted Patta and Firman (2021) with title *The Influence of Organizational Commitment and Workload on Performance Through Work Motivation of Village Office Employees in Bontoharu District, Selayar Islands Regency*. This research uses a quantitative approach, where the respondents were 46 employees. The analysis technique used is linear regression analysis path analysis, this study found organizational commitment affects employee performance.

Research conducted Suryadi and Foeh (2022) by title *Determinants of Employee Performance: Organizational Citizenship Behavior (OCB), Job Satisfaction, Organizational Commitment, Work Discipline, Workload and Organizational Culture: (A Review of Human Resource Management Literature)*. This research uses a causal quantitative approach, where the respondents are 48 employees. The analysis technique used is path analysis SEM (Path Analysis). This study found organizational commitment to have a positive and crucial influence on employee performance.

Meanwhile, research Sudama (2022) *Organizational commitment does not significantly influence employee performance*. This means that organizational commitment has not been able to improve performance because the results of previous research were not significant.

**c. The effect of job satisfaction on OCB**

Research conducted Priyadi et al. (2020) with title *The Influence of Job Satisfaction, Organizational Commitment, and Job Insecurity on Organizational Citizenship Behavior (OCB) (Study of Non-PNS Employees of the Indonesian Ministry of Social Affairs)*. This study used a quantitative approach, where the respondents were 75 employees. The analysis technique used is Partial Least Square (PLS), this study found job satisfaction has a significant effect on OCB.



Research conducted Badaruddin (2022) with Dimensions of Organizational Citizenship Behavior. This research uses a quantitative approach, where the respondents were 50 employees. The analysis technique used is multiple linear analysis. This research finds that job satisfaction has a significant effect on OCB.

Research conducted Destiny and Ali (2020) with The Influence of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behaviors (OCB) in Papua. This research uses a quantitative approach, where the respondents were 115 employees. The analysis technique used is multiple linear analysis. This research finds that job satisfaction has a significant effect on OCB.

Research conducted Suryadi and Foeh (2022) by title Determinants of Employee Performance: Organizational Citizenship Behavior (OCB), Job Satisfaction, Organizational Commitment, Work Discipline, Workload and Organizational Culture: (A Review of Human Resource Management Literature). This research uses a causal quantitative approach, where the respondents are 48 employees. The analysis technique used is SEM path analysis (Path Analysis), this study found job satisfaction has a significant effect on OCB.

Research conducted Lukito (2020) by title The Influence of Organizational Citizenship Behavior on Employee Performance Through Job Satisfaction in PVC Production at UD. Lucky Jaya Sidoarjo. This study used a quantitative approach, where the respondents were 34 employees. The analysis technique used is Partial Least Square (PLS). This study found that job satisfaction acts as a mediating variable between Organizational Citizenship Behavior (OCB) on employee performance. Meanwhile research Sudarmo and Wibowo (2018) shows that there is no significant or influence of satisfaction on OCB.

**d. The effect of organizational commitment on OCB**

Research conducted Priyadi et al. (2020) by title The Influence of Job Satisfaction, Organizational Commitment, and Job Insecurity on Organizational Citizenship Behavior (OCB) (Study on Non-PNS Employees of the Indonesian Ministry of Social Affairs). This research uses a quantitative approach, where the respondents were 75 employees. The analysis technique used is Partial Least Square (PLS). This study found that organizational commitment has a significant effect on OCB.

Research conducted Badaruddin (2022) by title Dimensions of Organizational Citizenship Behavior. This research uses a quantitative approach, where the respondents were 50 employees. The analysis technique used is multiple linear analysis. This research finds that organizational commitment has a significant effect on OCB.

Research conducted Jaya (2018) by title The Influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) of Employees at BPTPM Pekanbaru City. This research uses a quantitative approach, where the respondents were 46 employees. The analysis technique used is multiple linear analysis. This research finds that organizational commitment has a significant effect on OCB.

Research conducted Destiny and Ali (2020) with The Influence of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behaviors (OCB) in Papua. This research uses a quantitative approach, where the respondents were 115 employees. The analysis technique used is multiple linear analysis. This research finds that organizational commitment has a significant effect on OCB.

Research conducted Suryadi and Foeh (2022) by title Determinants of Employee Performance: Organizational Citizenship Behavior (OCB), Job Satisfaction, Organizational Commitment, Work Discipline, Workload and Organizational Culture: (A Review of Human Resource Management Literature). This research uses a causal quantitative approach, where the respondents are 48 employees. The analysis technique used is SEM path analysis (Path Analysis), this study found organizational commitment has a significant effect on OCB.

**e. The effect of OCB on employee performance**

Research conducted Dewi et al. (2022) by title The Influence of Work Motivation and Organizational Citizenship Behavior (OCB) on Employee Performance at CV. Bhuana Permai. This research uses a causal quantitative approach, where the respondents were 60 employees. The analysis technique used is linear regression. This research finds that OCB has a positive and significant effect on performance.

Research conducted Suryadi and Foeh (2022) by title Determinants of Employee Performance: Organizational Citizenship Behavior (OCB), Job Satisfaction, Organizational Commitment, Work Discipline, Workload and Organizational Culture: (A Review of Human Resource Management Literature). This research uses a causal

quantitative approach, where the respondents are 48 employees. The analysis technique used is path analysis SEM (Path Analysis). This study found that OCB has a positive and crucial influence on employee performance.

Research conducted Lukito (2020) by title The Influence of Organizational Citizenship Behavior on Employee Performance Through Job Satisfaction in PVC Production at UD. Lucky Jaya Sidoarjo. This research uses a quantitative approach, where the respondents were 34 employees. The analysis technique used is Partial Least Square (PLS). This study found that Organizational Citizenship Behavior (OCB) did not have a positive effect on employee performance and employees did not have a direct impact on employee performance.

Table 2  
Review Results

No.	Author, Year	Title	Variable				Findings
			K. K	KO	Ki	OCB	
1	(Priyadi et al., 2020)	The Influence of Job Satisfaction, Organizational Commitment, and Job Insecurity on Organizational Citizenship Behavior (OCB) (Study on Non-PNS Employees of the Indonesian Ministry of Social Affairs)	X	X	-	X	<ul style="list-style-type: none"> <li>Job satisfaction has a significant effect on OCB..</li> <li>Organizational Commitment has a significant effect on OCB.</li> </ul>
2	(Badaruddin, 2022)	Organizational Citizenship Behavior Dimension	X	X	-	X	<ul style="list-style-type: none"> <li>Job Satisfaction affects OCB</li> <li>Commitment of Influential Organizations to OCB</li> </ul>
3	(Jaya, 2018)	The Influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) of Employees at BPTPM Pekanbaru City	-	X	-	X	Organizational commitment has a significant effect on OCB
4	(Takdir and Ali, 2020)	The Effect of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behaviors (OCB)	X	X	-	X	<ul style="list-style-type: none"> <li>Organizational commitment positively but not significantly influences OCB</li> <li>Job Satisfaction positively and significantly affects OCB</li> </ul>
5	(Normi, 2017)	The Influence of Organizational Commitment and Employee Competence on Employee Performance at PLN (Persero) Main Development Unit II Medan	-	X	X	-	<ul style="list-style-type: none"> <li>Organizational commitment has a positive and significant effect partially on employee performance</li> </ul>
6	(Lion, 2022)	The Effect of Organizational Commitment on Employee Performance with Compensation as a Moderating Variable	-	X	X	-	Organizational commitment has a positive and significant effect on employee performance
7	(Patta et al., 2021)	The Influence of Organizational Commitment and Workload on Performance Through Work Motivation of Village Office Employees in	-	X	X	-	Organizational commitment affects employee performance

No.	Author, Year	Title	Variable				Findings
			K. K	KO	Ki	OCB	
		Bontoharu District, Selayar Islands Regency					
8	(Kristin Juwita and Nanda Rizky Permatayuny, 2021)	The Effect of Job Satisfaction and Work Discipline on Employee Performance at CV. Mega Lestari Plasindo Jombang	X	-	X	-	Job satisfaction has a positive and significant effect on employee performance
9	(Ariska and Rahmawati, 2021)	The Influence of Job Satisfaction and Compensation on PT Employee Performance. Delta Satria Dewata Singaraja	X	-	X	-	Job satisfaction partially has a positive and significant effect on performance
10	(Dewi et al., 2022)	The Influence of Work Motivation and Organizational Citizenship Behavior (OCB) on Employee Performance at CV. Bhuana Permai	-	-	X	X	OCB Has a Significant Influence on Performance
11	(Suryadi and Foeh, 2022)	Determinants of Employee Performance: Organizational Citizenship Behavior (OCB), Job Satisfaction, Organizational Commitment, Work Discipline, Workload and Organizational Culture: (A Review of Human Resource Management Literature)	X	X	X	X	<ul style="list-style-type: none"> <li>• OCB influences positively and is crucial for employee performance</li> <li>• Job satisfaction has a positive and crucial influence on performance</li> <li>• Organizational Commitment has a positive and crucial influence on OCB</li> </ul>
12	(Lukito, 2020)	The Influence of Organizational Citizenship Behavior on Employee Performance Through Job Satisfaction in PVC Production at UD. Lucky Jaya Sidoarjo	X	-	X	X	<ul style="list-style-type: none"> <li>• OCB has no positive effect on employee performance</li> <li>• OCB has a positive effect on job satisfaction</li> <li>• Job satisfaction influences performance</li> <li>• Job satisfaction acts as a mediating variable between OCB and employee performance</li> </ul>
13	(Azhari et al., 2021)	The influence of job satisfaction on employee performance	X	-	X	-	Job satisfaction does not have a significant influence on employee performance.
14	(Fauziek and Yanuar, 2021)	The Effect of Job Satisfaction on Employee Performance with Job Stress as a Mediating Variable	X	-	X	-	Job satisfaction does not have a significant influence on employee performance.
15	(A. Gita Subakti, 2013)	The Influence of Motivation, Satisfaction, and Work Attitudes on Employee Performance at Café X Bogor	X	-	X	-	Job satisfaction does not have a significant influence on employee performance.



No.	Author, Year	Title	Variable				Findings
			K. K	KO	Ki	OCB	
16	(Sudarmo and Wibowo, 2018)	The Effect of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behavior (OCB)	X	-	-	X	Job satisfaction does not have a significant effect on OCB
17	(Sudama, 2022)	Organizational Commitment as a Mediator of Motivation and Work Discipline on the Performance of LPK Monarch Bali Employees	-	X	X	-	Organizational commitment is not significant to employee performance.

**Note:** KK = Job Satisfaction; KO=Organizational Commitment; Ki=Performance; OCB= Organizational Citizenship Behavior.

Based on the results of the analysis, the results of the research can be mapped in the following chart:

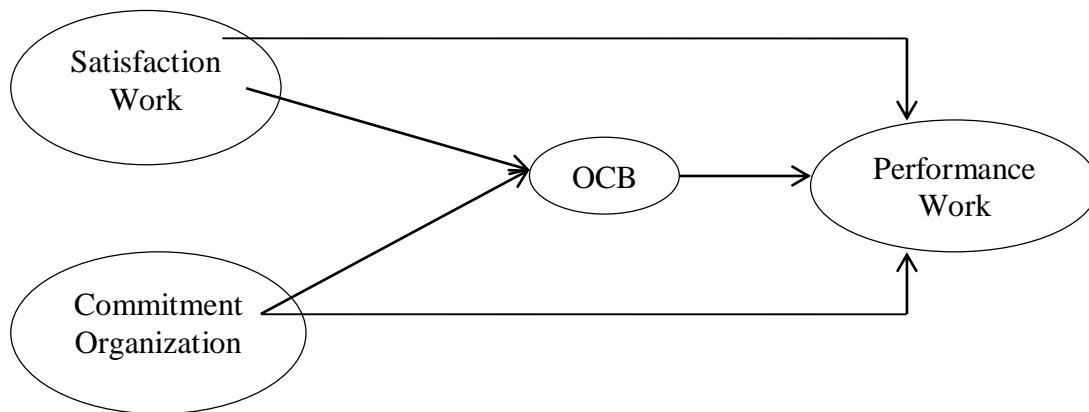


Figure 1  
Analysis Results

**The Effect of Job Satisfaction on Performance**

The findings from Ariska and Rahmawati (2021) shows that there is a positive and significant impact of job satisfaction on the work results of workers. Furthermore, Kurniawan and Safitri (2022) states that job satisfaction is a feeling of pleasure or displeasure that employees feel regarding various aspects of their work. Employees who are satisfied with their jobs and the company they work for will do positive things for the company and their co-workers because they want to reciprocate what they have received from the company.

Research from Kristin Juwita and Nanda Rizky Permatayuny (2021) shows that job satisfaction has a positive and significant effect on employee performance. Based on theoretical studies and previous research results, it can be formulated that job satisfaction has a positive effect on employee performance

**The Effect of Organizational Commitment on Performance**

Research from Patta and Firman (2021) commitment is part of an attitude that shows employee loyalty and is an ongoing process in which an organization member expresses their concern for the success and success of the organization. Commitment arises from different attitudes, and each individual can feel a different commitment to the organization, to the work of the boss and to the organization. High commitment can create employee loyalty towards improving performance and not leaving the company. Organizational commitment can be seen how much loyalty employees have towards the organization, where this loyalty is not only physical but also the contribution of thoughts, attention and dedication to the company (Putrana in Badaruddin, 2022).

Research from Normi (2017); Lion (2022) shows organizational commitment has a positive and significant effect on employee performance. Based on theoretical studies and previous research results, the results can be formulated that: Organizational commitment has a positive effect on employee performance

### **The Effect of Job Satisfaction on Organizational Citizenship Behavior**

Stamper & Dyne inside Priyadi et al. (2020) states that OCB is a type of behavior in which employees exhibit behavior that exceeds the company's demands. OCB is an invisible behavior. This employee behavior is not directly rewarded or easily recognized by the formal company structure. OCB is an important behavior to increase company effectiveness. This is in line with Kreitner in Faiza et al. (2021) that OCB an employee behaviors outside the task.

Research results from Suryadi and Foeh (2022) stated that job satisfaction has a positive and crucial influence on OCB. Based on theoretical studies and previous research results, the results can be formulated that: Job satisfaction has a positive effect on OCB

### **The Influence of Organizational Commitment on Organizational Citizenship Behavior**

Study from Suryadi and Foeh (2022) explains that organizational commitment is a benchmark related to the will of the workforce to remain in the company now and in the future. Organizational commitment is related to the organization at an emotional level, often representing employee beliefs about organizational goals, developing the company's business, and involvement to work for that company. Temporary, Destiny and Ali (2020) states that employees who have high affective commitment tend to maintain themselves in the organization, care about the organization and are willing to devote their efforts on behalf of the organization.

Research results from Jaya (2018) stated that organizational commitment influences OCB. Based on theoretical studies and previous research results, the results can be formulated that: Organizational commitment has a positive effect on OCB

### **The Influence of Job Performance on Organizational Citizenship Behavior**

Employees carry out work in accordance with company goals. Employees who tend to want their company to be an achievement, employees will show their performance and even behavior that is sometimes inappropriate. Such an employee means that if the employee has carried out his responsibilities for his work, the employee will help with the company's needs without being asked to do so.

Hutagaol and Burtarbutar in Dewi et al. (2022) an employee who has high social behavior, such as being sociable, talkative, and active, tends to have high concern for colleagues, superiors and the organization. Employees who are curious and empathetic tend to want to help colleagues in solving problems and the organization in achieving common goals.

Research result Suryadi and Foeh (2022) it is found that work performance has an influence on ocb. Based on the theoretical study and the results of previous research, the results can be formulated that: OCB has a positive effect on employee performance

### **The Influence of Job Satisfaction on Performance Through Organizational Citizenship Behavior**

Based on the description of the previous research hypothesis formulations, job satisfaction can affect performance. Employees tend to have behavior outside of their responsibilities or positive behavior without being asked by the company. This shows that the formation of behaviors outside of work can help the company. There is mutualism of job satisfaction from employees in improving performance and punctuated by voluntary ocb. So that the results can be formulated namely (Kirana et al., 2022; Suryadi and Foeh, 2022): Job satisfaction has a positive effect on employee performance through OCB

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

Based on the description of previous research hypothesis formulations, organizational commitment can influence performance. Employees tend to be committed to company performance. High commitment tends to make employees unwilling to leave the company. Employees who have organizational commitment to their performance tend to be willing to work together or have a higher social spirit towards company members. So that the results can be formulated, namely (Heryudanto and Suratman, 2022; Patricia et al., 2023; Ponumbol et al., 2022): Organizational commitment has a positive effect on employee performance through OCB.

## **5. CONCLUSION**

Based on the results of the analysis above, it can be concluded that job satisfaction has a positive effect on employee performance. Organizational commitment has a positive effect on employee performance. Job satisfaction has a positive effect on OCB. Organizational commitment has a positive effect on employee performance. Organizational commitment has a positive effect on OCB. OCB has a positive effect on employee

performance. Job satisfaction has a positive effect on employee performance through OCB. Organizational commitment has a positive effect on employee performance through OCB. Thus it can be said that OCB plays an important role in improving performance.

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