

THE INFLUENCE OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS MEDIATION

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ABSTRACT

This research uses survey research, uses statistical research or uses a quantitative approach. The variables used in the research can be classified into: in this research the exogenous variables are job satisfaction (X1) and organizational commitment (X2). Endogenous variables are variables whose value variations are influenced by other variables which are generally given the symbol Y. In this study, the endogenous variables are performance (Y2) and OCB (Y1). Total employees or the population of all PT employees. Coconut Homes has a total of 101 employees. Because the population is not that large, the entire research population is used as the research sample. The analysis technique used is a structural equation model (SEM) based on Partial Least Square (PLS). The results of this research show that Job Satisfaction, Organizational Commitment, have a positive and significant effect on Performance. Job Satisfaction, Commitment have a positive and significant effect on Organizational Citizenship Behavior. Organizational Citizenship has a positive and significant effect on Performance. Job Satisfaction Indirectly influences Performance through Organizational Citizenship Behavior. OCB is able to mediate Job Satisfaction on Performance. Commitment indirectly has no effect on performance through Organizational Citizenship Behavior

1. INTRODUCTION

A company is said to be successful if the performance of human resources can strive to improve employee performance to achieve the company's stated goals. Robin deep Bintoro and Daryanto (2017) explains that performance is a result achieved by employees in their work according to criteria determined by the company. In line with Edy (2016) also explains that performance is a work achievement which is the result of work that has been achieved by employees based on their work behavior in carrying out work activities.

The relationship between employee satisfaction and company performance needs to be researched, because employees who have worked and achieved job suitability tend to have feelings of employee satisfaction. Robbins in Maha and Herawati (2022) explaining that job satisfaction can be seen from a person's general attitude towards work, it is further explained that someone who has high job satisfaction shows a positive attitude towards their work, whereas someone who is dissatisfied with their job will show a negative attitude.

Flowing from satisfaction, organizational commitment is also an aspect that needs to be researched, because employees who do their work well and in accordance with the organization, employee loyalty will emerge and they will become more obedient to the commitments made by the company. Organizational commitment can see how much employee loyalty is to the organization, where loyalty is not only physical but also the contribution of thought, attention and dedication to the company which can improve company performance (Putrana in Badaruddin, 2022).

OCB shows employee behavior that is not formally implemented in the organization, but has good values. Robbins & Judge; Aldag and Rasckhe in Jaya (2018) explains that OCB is defined as selected behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. OCB is an invisible behavior. This employee behavior is not directly rewarded or easily recognized by formal company structures. OCB is an important behavior to increase company effectiveness. This was emphasized by Kreitner in Faiza et al. (2021) that OCB is employee behavior that is outside of duty.

OCB reflects a positive effort within the company. This behavior can be of value to the organization in realizing organizational goals. The success of an organization in winning a competition is largely determined by the quality of its human resources (HR). Along with this competition, every organization needs human resources who have positive OCB membership behavior (Fidiyan to in Badaruddin, 2022). OCB is behavior outside the norm (outside the rules) where employees who are able to display this behavior are good employees or employees of the organization (good citizens) who can support the company's performance to improve.

The entire research process will produce a conclusion as an answer to the problem being studied. These conclusions will later be used as material for evaluating knowledge and experience. This series will produce a thesis concept. The thesis concept provides new findings that can be used and contribute to new theories or the development of knowledge in research.

HR is a company asset that plays its role in realizing the success of organizational goals. So that, it is important to carry out research on several factors that can influence the success of organizational goals, namely how job satisfaction and organizational commitment influence employee performance and OCB as a mediator. This is of course very important for management to pay attention to for the stability and development of the organization.

2. LITERATURE

2.1 Work Performance

A company is said to be successful if the performance of human resources can strive to improve employee performance to achieve the company's stated goals. According to Robin in Bintoro and Daryanto (2017) Performance is a result achieved by employees in their work according to criteria determined by the company. In line with Edy (2016) which explains that performance is a work achievement which is the result of work that has been achieved by employees based on their work behavior in carrying out work activities.

Meanwhile, according to Hurduzeu in Renaldi and Khaira (2021) Employee performance greatly influences the success of the organization. Employee performance is work achievement, namely the comparison between the employee's actual work results and the work standards set. Every organization will try to always improve the performance of its employees in order to achieve the goals set by the organization. Companies can take various ways to improve the performance of their employees; including by realizing employee job satisfaction through an organizational climate that meets employee expectations.

Performance is the result of work that has a strong relationship with the company's strategic goals, customer satisfaction and contribution to the economy. Performance is basically what employees do or do not do. Performance is an effort made from the results of work that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in order to achieve the goals of the company in question legally, without violating the law and in accordance with morals and ethics (Husaini in Normi, 2017).

From several definitions of performance, it can be interpreted that work performance is the result of a person's achievement in completing assigned tasks or responsibilities.

2.2 Employee Job Satisfaction

Job satisfaction refers to the attitude that employees generally show towards their work. Although job satisfaction tends to refer more to attitudes than behavior, this is a result that is often observed by managers because satisfied employees tend to be present at the office more often, have high work performance, and are loyal to the organization. In line with Robbins Maha and Herawati (2022) explaining that job satisfaction can be seen from a person's general attitude towards work, it is further explained that someone who has high job satisfaction shows a positive attitude towards their work, whereas someone who is dissatisfied with their job will show a negative attitude.

Deep Luthan Syavardie and Zulhelm (2018) explains a comprehensive definition of job satisfaction which includes cognitive, affective and evaluative reactions or attitudes, and states that job satisfaction is defined as a happy or positive emotional state that comes from assessing one's work or work experience. Meanwhile, Kurniawan and Safitri (2022) means 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.

Spector in Wenno (2018) also states that it is similar to stating that job satisfaction is a person's feelings towards their work as well as an interconnected series of a person's attitudes towards aspects of their work. In addition, job satisfaction can be determined from the results of employees' perceptions of how well their work provides things that are considered important (Takdir and Ali, 2020).

From the several definitions above regarding job satisfaction, it can be concluded that job satisfaction is an emotional state felt by someone in the form of positive or negative feelings originating from the assessment of their work. Apart from that, employees who tend to feel happy and have a positive attitude tend to feel satisfied in doing their work.

2.3 Organizational Commitment

Robbins and Coulter in Normi (2017) defines that organizational commitment is the degree to which an employee identifies himself with a particular organization and its goals and desires to maintain his membership in that organization.

Whereas Fate and Ali (2020) explains that organizational commitment is one of the results created by leaders in influencing their members. When employees are committed to the organization, they will usually carry out their duties optimally and produce high performance, which can then help the organization achieve its goals.

Organizational commitment can see how much loyalty employees have towards the organization, where loyalty is not only physical but also the contribution of thought, attention and dedication to the company (Putrana in Badaruddin, 2022).

It can be interpreted that commitment means a strong acceptance within the individual of the company's goals and values, so that the individual will try and work and have a strong desire to remain in the company.

Organizational commitment as (1) a strong desire to remain as a member of a particular organization; (2) the desire to strive hard according to the wishes of the organization; and (3) certain beliefs, and acceptance of the organization's values and goals (Lathan's, 2018).

2.4 Organizational Citizenship Behavior (OCB)

Robbins & Judge; Aldag and Rasckhe in Jaya (2018) explains that Organizational Citizenship Behavior (OCB) is defined as chosen behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. Meanwhile Fred is in sideLuthans (2018) defines OCB as individual behavior that is free to choose, is not regulated directly or explicitly by a formal reward system, and progressively promotes effective organizational functioning.

Stamper & Dyer in Priyadi et al. (2020) states OCB is a type of behavior where employees demonstrate behavior that exceeds company requests. OCB is an invisible behavior. This employee behavior is not directly rewarded or easily recognized by formal company structures. OCB is an important behavior to increase company effectiveness. This is in line with Kreitner in Faiza et al. (2021) that OCB is employee behavior that is outside of duty.

Based on the definition of OCB, according to several opinions, it can be defined that OCB is a behavior that is based on the desires of colleagues that are desired by employees. This behavior occurs when someone volunteers to do other work outside the job description given by the company. OCB goes beyond workers' basic needs such as helping coworkers and being polite to others, which benefits the organization and is unrelated to the compensation system.

The success of an organization in winning a competition is largely determined by the quality of its human resources (HR). Along with this competition, every organization needs human resources who have positive OCB membership behavior (Fidiyanto in Badaruddin, 2022). OCB is behavior outside the norm (outside the rules) where employees who are able to display this behavior are good employees or employees of the organization (good citizens).

From the various definitions above, it can be interpreted that OCB is behavior carried out by employees outside of their formal duties, not under coercion and without reward but can support the functioning of the organization.

2.5 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 workers' work results. 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, the following hypothesis can be formulated:

H1 : Job satisfaction has a positive effect on employee performance.

2.6 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 by which members of an organization express 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, their superior's work and to the organization. High commitment can create employee loyalty towards improving performance and not leaving the company. Organizational commitment can see how much loyalty employees have towards the organization, where loyalty is not only physical but also the contribution of thought, attention and dedication to the company (Putrana in Badaruddin, 2022).

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

H2 : Organizational commitment has a positive effect on employee performance.

2.7 The Influence of Job Satisfaction on Organizational Citizenship Behavior

Stamper & Dyne in Priyadi et al. (2020) states OCB is a type of behavior where employees demonstrate behavior that exceeds company requests. OCB is an invisible behavior. This employee behavior is not directly rewarded or easily recognized by formal company structures. OCB is an important behavior to increase company effectiveness. This is in line with Kreitner in Faiza et al. (2021) that OCB is employee behavior that is outside of duty.

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 following hypothesis can be formulated:

H3 : Job satisfaction has a positive effect on OCB.

2.8 The Influence of Organizational Commitment on Organizational Citizenship Behavior

Study from Suryadi and Foeh (2022) explained that organizational commitment is a benchmark related to the workforce's desire to remain with the company now and in the future. Organizational commitment is related to the organization at an emotional level, often representing the workforce's beliefs regarding the organization's goals, developing the company's business, and involvement in working for the company. Temporary, Fate 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 following hypothesis can be formulated:

H4 : Organizational commitment has a positive effect on OCB.

2.9 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 co-workers, 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 was found that work performance has an influence on OCB. Based on theoretical studies and previous research results, the following hypothesis can be formulated:

H5 : OCB has a positive effect on employee performance.

2.10 The Influence of Job Satisfaction on Performance Through Organizational Citizenship Behavior

Based on the description of previous research hypothesis formulations, job satisfaction can influence 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 a mutualism of employee job satisfaction in improving performance and is accompanied by voluntary OCB. So the hypothesis can be formulated as follows(Kirana et al., 2022; Suryadi and Foeh, 2022):

H6 : Job satisfaction has a positive effect on employee performance through OCB.

2.11 The Influence 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 the hypothesis can be formulated as follows(Heryudanto and Suratman, 2022; Patricia et al., 2023; Ponumbol et al., 2022):

H7 : Organizational commitment has a positive effect on employee performance through OCB.

A hypothesis is a temporary answer that will be tested and needs to be formulated as follows:

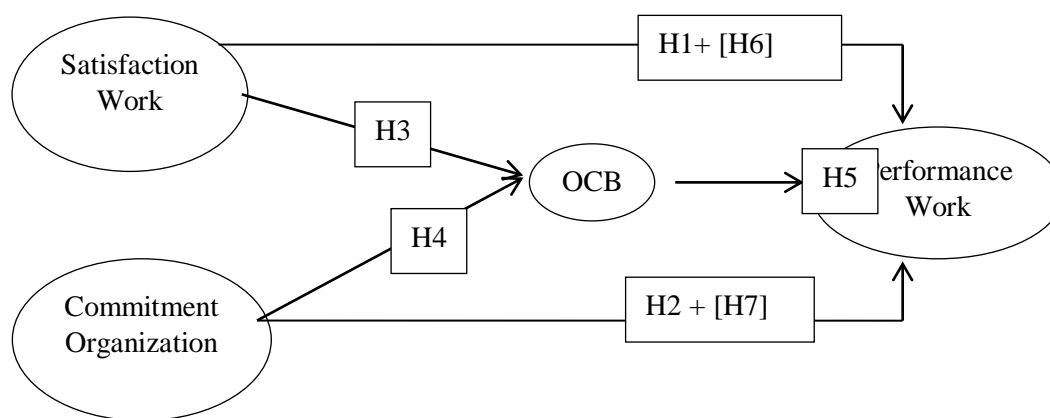


Figure Hypothesis 3.1

3. RESEARCH METHODS

This research uses survey research, survey research is research conducted in large or small populations, but the data studied is data from samples taken from that population, so that relative events, distributions and relationships between sociological and psychological variables are found.(Sugiyono, 2017).

This research uses statistical research or uses a quantitative approach. Quantitative research, namely managing data that has a numerical nature or numbers to produce findings that were previously formulated hypothetically first to test whether the previous formulation was accepted or rejected.(Ghozali, 2016; Sugiyono, 2017).

The variables used in research can be classified into: independent/exogenous (free) variables, dependent/endogenous (bound) variables, which are described as follows: Exogenous variables, are variables whose value variations are not influenced by other variables and are able to influence variations in the values of other variables which are generally given the symbol X, in this study the exogenous variables are job

satisfaction (X1) and organizational commitment (X2). Endogenous variables are variables whose value variations are influenced by other variables which are generally given the symbol Y. In this study, the endogenous variables are performance (Y2) and OCB (Y1).

Apart from that, this research can also be exploratory research based on the concept to be tested or developed. Exploratory research is a type of social research that aims to provide an initial definition or 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). The research here will examine the influence of job satisfaction and organizational commitment on work performance with OCB as mediation at PT. Coconut Homes. Thus, the scope of this research is limited to the variables of job satisfaction and organizational commitment, work performance, and OCB.

Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2009: 115). The population in this study were all employees of PT. Coconut Homes Denpasar Bali. The number of employees at PT. Villa. Coconut Homes consists of 55 (fifty-five) employees. Furthermore, the number of kitchen employees at PT. Coconut Homes has 46 employees. Total employees or population of all PT employees. Coconut Homes has a total of 101 employees. Because the population is not that large, the entire research population is used as the research sample.

The analysis technique used is a structural equation model (SEM) based on Partial Least Square (PLS). Structural Equation (SEM) is a method that can be used to analyze path equation models. Wright states that SEM is an analytical technique for testing and estimating casual relationships by integrating path analysis and factor analysis (Jogiyanto, 2011) in (Hamid and Anwar, 2019).

4. RESEARCH RESULT

4.1 Hypothesis Testing Results

Hypothesis testing is carried out with T Statistics by sorting for testing direct and indirect effects (examining mediating variables). In the following section, the results of direct influence testing and mediating variable examination are described respectively.

The recapitulation of path coefficient validation test results for each path for direct influence is presented in Table 5.13, providing information for hypothesis testing as follows:

Table 5.1 Direct Effect Hypothesis Test Results

No	Relationship between Variables	Path Coefficient	T Statistics	Information
1	Job Satisfaction -> Job Performance	0.227	2,225	H1 Accepted
2	Organizational Commitment -> Work Performance	0.357	2,895	H2 Accepted
3	Job Satisfaction -> OCB	0.245	2,501	H3 Accepted
4	Organizational Commitment -> OCB	0.537	3,311	H4 Accepted
5	OCB -> Work Performance	0.272	2,786	H5 Accepted

Source: Appendix 5

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for inner weight. The following table explains the estimation output for testing the structural model. In PLS, statistical testing of each hypothesized relationship is carried out using simulation. In this case, it is carried out using the both strapping method for the sample.

a. Hypothesis Test Direct Effect

- 1) The Effect of Job Satisfaction on Performance. From the inner weigh test table, significant t results were obtained regarding the influence of the Job Satisfaction variable on t-count performance or t-statistics of

- 2.225 > 1.96. This means that Job Satisfaction in fluences Performance. This means that Hypothesis 1 is accepted.
- 2) The Effect of Organizational Commitment on Performance. From the inner weigh test table, significant results were obtained regarding the influence of the Organizational Commitment variable on Performance, tcount 2.895 > 1.96. This means that Organizational Commitment in fluences Performance. This means that Hypothesis 2 is accepted.
 - 3) The Influence of Satisfaction on Organizational Citizenship Behavior. From the inner weigh test table, significant results were obtained regarding the influence of the Satisfaction variable on Organizational Citizenship Behavior tcount 2.501 > 1.96. This means that Job Satisfaction in fluences Organizational Citizenship Behavior. This means that Hypothesis 3 is accepted.
 - 4) The Influence of Commitment on Organizational Citizenship Behavior. From the inner weigh test table, significant results were obtained regarding the influence of the Commitment variable on Organizational Citizenship Behavior tcount 3.311 > 1.96. This means that commitment influences Organizational Citizenship Behavior. This means that Hypothesis 4 is accepted.
 - 5) The Influence of Organizational Citizenship Behavior on Performance. From the inner weigh test table, significant results were obtained regarding the influence of the Organizational Citizenship Behavior variable on performance, tcount 2.786 > 1.96. This means that Organizational Citizenship Behavior in fluences Performance. This means that Hypothesis 5 is accepted.
- b. Indirect Influence Hypothesis Test (Mediation)

In the following analysis, the mediating role of the OCB variable (Y1) will be examined on the indirect influence of job satisfaction (X1) and commitment (X2) on employee performance (Y2). The results of examining the indirect influence in this research (Table 5.11) show that OCB (Y1) is proven to be able to mediate the indirect influence of satisfaction (X1) and commitment (X2) on employee performance (Y2).

Table 5.2
Recapitulation of Mediation Variable Examination Results

No	Variable Relationships	Path Coefficient	T Statistics	Information
1	Job Satisfaction -> OCB -> Job Performance	0.067	2,008	H6 Accepted
2	Organizational Commitment -> OCB -> Work Performance	0.146	1,601	H7 Rejected

Source: Appendix 5

- 1) The Influence of Job Satisfaction on Performance through Organizational Citizenship Behavior. From the inner weigh test table, significant results were obtained regarding the influence of the Job Satisfaction variable on Performance, tcount 2.008 > 1.96. This means that Job Satisfaction in fluences Performance through OCB. So H6 is accepted.
- 2) The Influence of Organizational Commitment on Performance Through Organizational Citizenship Behavior. The influence of the Organizational Commitment variable on Performance tcount 1.601 < 1.96. This means that OCB is indirectly unable to mediate commitment to work performance.

4.2 Discussion

In this section there will be a discussion aimed at answering the problems that have been formulated. Next, we will discuss the acceptance of the research hypothesis accompanied by factual support or rejection of the research hypothesis as well as the necessary explanations using the PLS method, the calculations of which are carried out with the help of the Smart PLS software program, and the results of the path coefficient test and the level of significance. Overall, testing the relationship between satisfaction and Organizational Commitment through Organizational Citizenship Behavior on Performance can be explained as follows:

1) The Effect of Job Satisfaction on Performance

Based on the results of hypothesis testing, it was found that job satisfaction had a positive effect on performance. These results provide meaning, increasing employee job satisfaction will improve the performance of employees at PT. Coconut Homes Denpasar. The direction of employee behavior is reflected in satisfaction with the wages given, as well as good supervision, seriousness in carrying out work, carrying out promotions, collaborating with each other and creating a comfortable atmosphere in the work environment.

The results of this study are in line with (Aryadini, 2016; Azhari et al., 2021)Research reveals that satisfaction influences performance. Meanwhile, the results of this study are not in line with the research results(Fauziek and

Yanuar, 2021; A. G Subakti, 2013). Fauziek and Yanuar (2021) say that there are situations where job satisfaction may not have a direct influence on employee performance. The focus on achieved work results and structured job characteristics can be dominant factors in this context. Job satisfaction still plays an important role in different work contexts.

2) The Effect of Organizational Commitment on Performance

The results of hypothesis testing show the variable organizational commitment to performance. This means that the level of organizational commitment can also improve employee performance. Employees who have high commitment usually do their work seriously, this has an impact on continuous performance progress.

The results of this study are in line with the research results (Normi, 2017; Patta et al., 2021; Singa, 2022). In a broader sense, Robbins is deep Shah, (2019) also discusses the concept of identification with the organization (organizational identification), namely the extent to which individuals identify themselves with the organization where they work. Organizational identification can influence individual commitment to the organization, because individuals who identify themselves with the organization tend to have higher commitment and are more motivated to contribute to the organization's success. Individuals with high organizational commitment feel responsible for their duties and roles in the organization. Employees tend to carry out their duties with full responsibility, seriousness and initiative. This can improve the quality of their performance and their contribution to achieving organizational goals.

3) The Influence of Satisfaction on Organizational Citizenship Behavior

The results of testing the satisfaction hypothesis influence Organizational Citizenship Behavior. This means that the higher an employee's job satisfaction, the employee usually provides positive activities or Organizational Citizenship Behavior, such as helping his relatives, or carrying out other activities outside his job description.

The results of this study are not in line with research Sudarmo and Wibowo (2018); Lukito (2020) which shows there is no significant or influence of satisfaction on OCB. The context of OCB, namely high work morale, can be a factor that encourages individuals to behave voluntarily and help outside of the employee's main duties. Individuals who have a positive emotional attitude toward their work and feel attached to the organization are more likely to engage in OCB, such as helping coworkers, providing suggestions, or actively participating in organizational initiatives. High job satisfaction and a favorable emotional attitude towards work can be related to high work morale, which in turn can influence an individual's tendency to exhibit OCB.

4) The Influence of Commitment on Organizational Citizenship Behavior

From the inner weigh test table, significant results were obtained regarding the influence of the Commitment variable on Organizational Citizenship Behavior $t_{count} 3.311 > 1.96$. This means that commitment influences Organizational Citizenship Behavior.

The results of this study are in line with research (Sudarmo and Wibowo, 2018) which shows commitment has an influence on OCB. Meanwhile, the results of this study are also not in line with research Rahayu and Yanti (2020) which shows there is no significant or influence of commitment on OCB. Temporary Fate and Ali (2020) provided the results of his research that commitment also had no significant effect on OCB. The relationship between organizational commitment and high OCB is possible because the employee's organizational commitment behavior is maximal, thus significantly influencing the employee's OCB.

5) The Influence of Organizational Citizenship Behavior on Performance

The results of hypothesis testing provide the meaning that the Organizational Citizenship Behavior variable has an influence on performance. Employees who carry out OCB will have a positive impact on performance, where colleagues may have had difficulty solving problems, there is an employee who helps and the problem is immediately resolved.

The results of this study are not in line with research Dewi et al. (2022); Suryadi and Foeh (2022) which shows that performance influences OCB. Performance that is appreciated and recognized by management and coworkers can create a perception of fairness in the workplace. This perception of fairness can be a factor that motivates employees to behave positively and proactively in supporting the organization.

6) The Influence of Job Satisfaction on Performance through Organizational Citizenship Behavior

The results of hypothesis testing provide an interpretation that job satisfaction influences performance.

Employees are increasingly satisfied with doing their work, especially as there are other employees' OCB behavior that can help colleagues. This will provide increased 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 a mutualism of employee job satisfaction in improving performance and is accompanied by voluntary OCB. Satisfaction in doing their work which is appreciated by the company, employees will usually be motivated to do work that is outside their responsibilities. So that there is a good organizational culture that leads to mutual respect for each other, mutual cooperation and mutual protection.

7) The Influence of Organizational Commitment on Performance Through Organizational Citizenship Behavior

The results of hypothesis testing show that OCB is unable to mediate commitment to work performance. High organizational commitment and high OCB cannot be benchmarks for improving performance. OCB refers to voluntary behavior performed by employees outside their primary duties within the organization.

OCB includes actions such as helping colleagues, providing advice, participating in improvement initiatives, and supporting overall organizational goals (Jaya, 2018). OCB is formed when behavior is carried out unconsciously. OCB is a normal thing that can occur out of habit. If someone has high commitment, it will be able to directly influence performance, and indirectly, OCB is not involved in influencing commitment to performance.

5. CONCLUSION

From the results of the analysis discussed previously, the following conclusions can be drawn:

- 1) Job Satisfaction has a positive and significant effect on Performance at PT. Coconut Homes. Employees feel satisfied with their work, tend to be motivated to show good results.
- 2) Organizational Commitment has a positive and significant effect on Performance at PT. Coconut Homes. The results provide the meaning of a high level of commitment to the organization, tend to be more dedicated, loyal, and try hard to achieve organizational goals and can have a positive impact on productivity, work quality, initiative, as well as the sustainability and stability of employees within the organization.
- 3) Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior. When employees feel satisfied with their work, employees tend to be more motivated and have a positive attitude towards the organization.
- 4) Commitment has a positive and significant effect on Organizational Citizenship Behavior. Employees have a high level of commitment to the organization, tend to be more actively involved in voluntary behavior that supports organizational goals.
- 5) Organizational Citizenship has a positive and significant effect on Performance. When employees voluntarily engage in OCB behaviors, such as helping and improving initiatives, and supporting organizational goals, this can contribute to improving individual and group performance in the organization.
- 6) Job Satisfaction Indirectly influences Performance through Organizational Citizenship Behavior. OCB is able to mediate Job Satisfaction on Performance. When individuals feel satisfied with their jobs, employees are more likely to engage in voluntary behaviors such as helping coworkers, providing support to superiors, or contributing to projects that are not included in their primary duties. This OCB can improve individual and organizational performance as a whole.
- 7) Commitment indirectly has no effect on performance through Organizational Citizenship Behavior. This means that OCB has not been able to mediate organizational commitment to performance. OCB does not act as a mediator in the relationship between organizational commitment and performance.

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