



The role of organizational citizenship behavior as moderation and mediation effect of job satisfaction and organizational commitment on employee performance

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Abstract

Abstract: The purpose of this study was to analyze the role of OCB as a moderator and/or mediation between the effect of JS and OC on EP. The sampling technique used is a census with a total of 110 employees, while the data analysis technique used is the Structural Equation Model. The results of the study found that JS and OC have a significant effect on OCB; OCB has a significant effect on EP; JS and OC have a significant effect on EP, either directly or indirectly through OCB; OCB does not moderate the effect of JS and OC on EP, but OCB mediates the effect of JS and OC on EP.

Keywords: job satisfaction, organizational commitment, organizational citizenship behavior, employee performance

1. Introduction

Employee Performance (EP) is an important factor in determining the success of an organization to achieve the goals that have been set (Diana *et al.*, 2019) [3]. EP is the quantity and quality of individual work in carrying out basic tasks that are guided by standard operating performance procedures applicable in the organization (Viviyanti *et al.*, 2020) [26]. EP can be defined as the achievement of an employee in an organization as measured by standards and criteria set by the organization (Qadariah *et al.*, 2019) [20].

The employees of the Aceh National Land Agency Regional Office (BPN), where this research was conducted, obtained work performance with the predicate of very good (0%), good (80.91%), adequate (19.09%), poor (0%), and very poor (0%). Then, in 2020 work performance of this institution with the predicate of very good (0%), good (79.09%), sufficient (20.91%), poor (0%), and very poor (0%). Based on these performance figures, it is known that none of the employees of the Aceh Provincial BPN Regional Office received the "very good" predicate both in 2019 and 2020. This is the reason why this research related to EP was carried out BPN Regional Office.

The performance of an employee in an organization can be influenced by the Organizational Citizenship Behavior (OCB) owned by an employee (Al Mahasneh, 2015) [1]. OCB is a behavior that is owned by members of the organization that exceeds the formal roles that are not mentioned in the job description they have which can increase the efficiency and effectiveness of the organization (El Badawy *et al.*, 2016). Luthans (2011) [13] says that OCB has a positive relationship with EP, if an employee in an organization has OCB, the performance produced by the employee will also be better.

The performance of an employee in an organization can also be influenced by the organization commitment (OC) that employees have to the organization (Rafiei *et al.*, 2014) [19]. OC is a characteristic of an individual's relationship with the organization that has implications for the individual's decision to stay in the organization (Mugizi *et al.*, 20-16). The commitment of an employee is needed by the organization because an employee who is committed to an organization will have a better performance than an employee who does not commit to the organization (Meyer, 2016) [16].

The performance of an employee in an organization can also be influenced by the Job Satisfaction (JS) of the employee (Ezeanyim *et al.*, 2019) ^[4]. JS is a feeling that is owned by an employee which is the result of an evaluation of the characteristics and aspects of the work he has (Robbins & Judge, 2013). JS is also something that is needed by an employee in an organization, when an employee is satisfied with his job, of course, the employee will try as much as possible with all his abilities to improve his performance (Arifin *et al.*, 2019) ^[2].

Based on the previous description, it is known that EP can be influenced by job satisfaction, organizational commitment, and OCB. In this case, it is indicated that the performance of the Aceh Provincial BPN Regional Office employees can also be influenced by these variables. Therefore, the researchers conducted an initial survey of thirty employees of the Regional Office of the National Land Agency of Aceh Province to find out related to employee perceptions of job satisfaction, organizational commitment, and OCB, and the performance of employees in the agency.

In contrast to previous studies, in examining the effect of OCB on EP and getting inconsistent results between one study and another. Al-Mahasneh (2015) ^[1] found the effect of OCB on EP, while the results of research by Hanafi *et al.* (2018) ^[9] found that OCB has no significant effect on EP. To overcome this inconsistency, the authors include the OC variable as the determinant variable for OCB, so that the impact is expected to make the influence of OCB on performance become more firm.

Objectives of the Study

The main objective of this study is to analyze the factors causing the low OCB which has an impact on decreasing EP at the Aceh BPN regional office. In more detail, the objective of this research is to analyze the effect of JS and OC on OCB and also on EP directly or indirectly.

2. Literature Review

Job satisfaction (JS)

Talachi *et al.* (2014) define JS as an emotional feeling resulting from an employee's evaluation of his work and work experience through a comparison between what is expected and what is obtained from his job. Indarti *et al.* (2017) found that JS has a significant effect on OCB. It means the higher the satisfaction the better the OCB will be. Fadlallah (2015) found that JS has a positive and significant effect on EP. The higher the level of JS possessed by an employee in an organization the better the EP will be.

H1: Job satisfaction affects OCB.

H3: Job satisfaction affects EP

Organizational Commitment (OC)

OC can also be defined as the identification, involvement, and loyalty expressed by an employee towards an organization (Gibson *et al.*, 2012) ^[6]. The results of the research by Prasetio *et al.* (2015) ^[17] found that OC has a positive and significant effect on OCB. The higher the level of commitment of employees the better the OCB will be. Memari *et al.* (2013) and Syauta *et al.* (2012) found that OC has a positive and significant effect on EP. The higher the level of commitment possessed by an employee performance produced by the employee will also increase.

H2: Organizational Commitment affects OCB.

H4: Organizational Commitment affects EP.

Organization Citizenship Behavior (OCB)

Kamel *et al.* (2015) ^[12] define OCB as extra work-related behaviors that go beyond the routine tasks specified by the job description. The results of Maharani *et al.* (2013), Al-Mahasneh (2015) ^[1], Chelagat *et al.* (2015), Rita *et al.* (2016), and Indarti *et al.* (2017) ^[11] found that OCB has a positive and significant effect on EP. The results of these studies conclude that the higher the level of OCB possessed by an employee in an organization, the performance produced by the employee will also increase. Hakim & Fernandes (2017) found that OCB moderated the effect of JS on EP. Maharani *et al.* (2013) found that OCB mediates the effect of JS on EP Rita *et al.* (2016) and Indarti *et al.* (2017) ^[11] found that OCB mediates the effect of OC on EP.

H5: OCB affects EP.

H8: OCB mediates the effect of JS on EP.

H9: OCB mediates the effect of OC on EP.

H6: OCB moderates the effect of JS on EP

Employee Performance (EP)

EP is one aspect that must be considered in a company. The reason is, if the performance of employees in the company is not good, it will affect the development and progress of the company itself. EP can also be defined as the achievement of an employee in an organization as measured by the standards and criteria set by the organization (Qadariah *et al.*, 2019) ^[20]. Apart from having several objectives, EP appraisal also has significant benefits. The first EP benefit is that it can provide information or data related to the results of a job. In addition, this assessment is also useful to avoid any misunderstanding or miscommunication about the quality of work expected by the company. Other benefits include increasing employee productivity, appreciating employee contributions to the company, and creating good two-way communication between employees and managers.

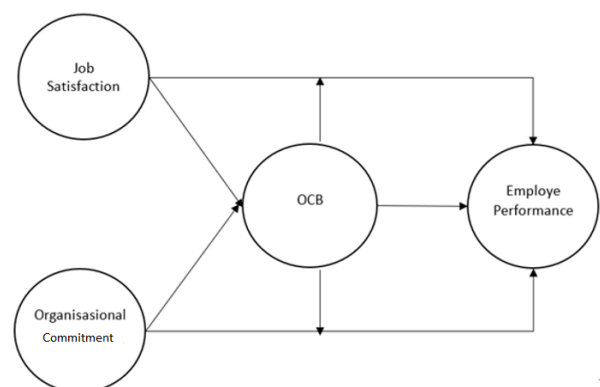


Fig 1: Research Model

3. Research Method

All measurement items were taken from previous studies to ensure validity; however, slight changes to the statement were made to suit the current analysis. The eighteen-item JS questionnaire was adapted from Gibson *et al.* (2012) ^[6]. Then fifteen question items from the OC variable were also adopted from Gibson *et al.* (2012) ^[6]. Furthermore, OCB is

measured using fourteen indicators from Spector *et al* 2020). Meanwhile, EP uses seven measurement items were taken from Qadariah *et al* (2019) ^[20]. In this study, the sampling technique used a census. This means that all the population, namely employees at the Aceh BPN office, amounting to 110 people are used as samples in this study. The data in this study were processed using SEM (Structural Equation Modeling). Before processing, data screening is carried out to ensure

there is no outlier and the data has been distributed normally. Then the measurement of validity and reliability is taken. In addition, the SEM analysis software is IBM SPSS-AMOS version 22.

4. Results and Discussion

The following table describes the characteristics of respondents involved in this study

Table 1: Characteristic Respondent

No.	Characteristics	Respondent	%
1.	Gender		
	Man	62	56.4
	Woman	48	43.6
Amount		110	100.0
2.	Age		
	of 30 yrs	37	33.6
	31 to 35 yrs	32	29.1
	36 to 40 yrs	24	21.8
	41 to 45 yrs old	8	7.3
	46 to 50 yrs old	4	3.7
	> 50 years	5	4.5
Amount		110	100.0
3.	Education		
	High	9	8.2
	School/Equivalent	8	7.3
	Diploma III 3. S-1	83	75.4
	4. S-2	10	9.1
Amount		110	100.0
4.	Working Time		
	< 5 yrs	40	36.4
	5 to 9 yrs	15	13.6
	10 yrs	55	50.0

Based on the explanation above, it can be concluded that the majority of respondents in this study are respondents who are male, respondents aged 30 years, respondents with the last education of S-1, respondents who have a working period of 10 years.

validity by looking at the loading factor numbers of each indicator. It is said to be valid if the indicator has a loading number of >0.70.

As for the results outer model in this study can be seen in the following table:

Research Instrument Tests

Instrument tests for validity are performed using convergent

Table 2: Indicator Loading

Job Satisfaction (JS)		Organization Commitment (OC)		OCB		Employee Performance (EP)	
ξ1a1	0,741	ξ2a1	0,123	η1a1	0,834	η2.1	0,835
ξ1a2	0,758	ξ2a2	0,902	η1a2	0,833	η2.2	0,820
ξ1a3	0,736	ξ2a3	0,902	η1a3	0,699	η2.3	0,862
ξ1a4	0,532	ξ2a4	0,922	η1a4	0,848	η2.4	0,879
ξ1a5	0,677	ξ2a5	0,842	η1a5	0,844	η2.5	0,862
ξ1a6	0,771	ξ2b1	0,760	η1a6	0,820	η2.6	0,868
ξ1a7	0,747	ξ2b2	0,871	η1a7	0,754	η2.7	0,866
ξ1a8	0,767	ξ2b3	0,579	η1b1	0,690		
ξ1a9	0,796	ξ2b4	0,792	η1b2	0,838		
ξ1a10	0,733	ξ2b5	0,783	η1b3	0,001		
ξ1a11	0,623	ξ2c1	0,576	η1b4	0,035		
ξ1a12	0,641	ξ2c2	0,797	η1b5	0,023		
ξ1a13	0,591	ξ2c3	0,907	η1b6	0,809		
ξ1b1	0,724	ξ2c4	0,934	η1b7	0,769		
ξ1b2	0,886	ξ2c5	0,876				
ξ1b3	0,883						
ξ1b4	0,846						
ξ1b5	0,501						

Based on table 2, it is known that several indicators are not valid because they have a loading indicator value (<0.70), including job satisfaction (ξ1a4, 1a5, 1a11, 1a12, 1a13, 1b5), OC (ξ2a1, ξ2b3, 2c1), and OCB (η1a3, 1b1, 1b3, 1b4, η1b5),

then these invalid indicators are no longer used in the research model. After these indicators are eliminated from the research model, the results look like the following figure:

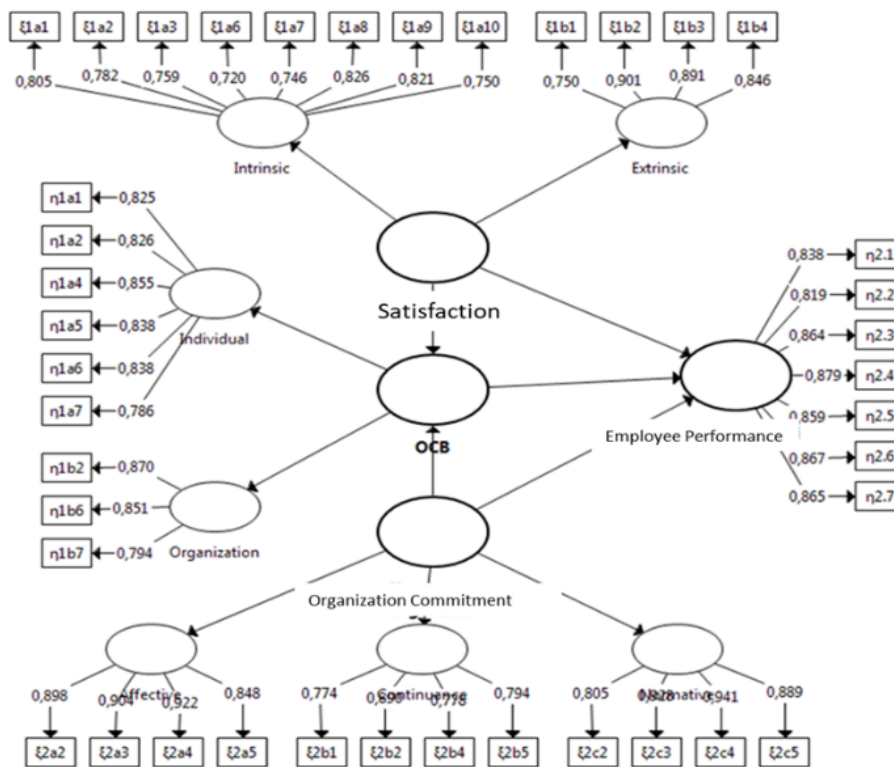


Fig 2: Indicator Loading Fix

After all indicators of each variable are valid, then next look at the Average Variance Extracted (AVE) and Composite Reliability (CR) values of these variables, the results of which can be seen in the following: AVE value of the variables JS (0.596), OC (0.550), OCB (0.540), and EP (0.733). These variables have an AVE value of 0.50 so the indicators in the developed research model are proven to measure the targeted latent variables and do not measure other latent variables. It is also known that the Composite Reliability value of the variables of JS (0.946), OC (0.936), OCB (0.913), and EP (0.950). These variables have a composite reliability value > 0.

Table 3: AVE & Composite Reliability

Variable	AVE	Composite Reliability
Job satisfaction	0.596	0.946
Organizational Commitment	0.550	0.936
OCB	0.540	0.913
EP	0.733	0.950

Model Fit

The results of the model fit in this study are listed in the following table:

Table 4: Model Fit

Variable	R Square	Q Square
JS		
OC		
OCB	0.200	0.099
EP	0.509	0.358
Fit Model	Cut-off Value	Finding
SRMR	< 0.1	0.090
d_ ULS	> 0.05	1,240
D_ G	> 0.05	0399
NFI	< 1	0.753
rms Theta	< 0.12	0.116

The R Square value of the effect of JS and OC on OCB is (0.200), meaning that the variable JS and OC can explain its effect on the OCB variable by 20.0% while the remaining 80.0% is influenced by other variables that are not used in the Research model. Furthermore, it is also known that the R

Square value of the influence of JS, OC, and OCB on EP is (0.509), meaning that those variables can explain the variance of EP by 50.9% while the rest 49.1% is influenced by other variables that are not used in the research model. The Q square value of the effect of JS and OC on OCB is (0.099),

these results conclude that the variables of JS and OC are quite relevant to predicting the OCB variable. Furthermore, it is informed that the values of the fit model criteria are SRMR (0.090), d_{ULS} (1.240), d_G (0.399), NFI (0.753), and rms Theta (0.116). Thus, the research model has met the minimum required to be a model fit.

The Results of Hypotheses Testing

Hypothesis testing in research consists of 9 hypotheses consisting of 5 direct hypotheses, 2 moderation hypotheses and 2 mediation hypotheses. The variable moderation and mediation is the same variable, the OCB variable. In Smart PLS mediation and moderation testing can be done at once. The results of this study can be seen in the following table:

Table 5: Hypothesis Testing Results

Direct Effects					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
1 -> 1	0.360	0.361	0.090	4.013	0.000
2 -> 1	0.562	0.560	0.108	5,190	0.000
1 -> 2	0.241	0.245	0.098	2,460	0.014
2 -> 2	0.315	0.321	0.112	2,810	0.005
1 -> 2	0.337	0.332	0.079	4,289	0.000
Moderating Effects					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
1* η 1 -> 2	0.089	0.053	0.114	0.782	0.435
2* η 1 -> 2	0.164	0.140	0.117	1,399	0.162
Mediating Effects					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
1 -> 1 -> 2	0.121	0.119	0.041	2,930	0.003
2 -> 1 -> 2	0.189	0.168	0.058	3,306	0.000

Effect of JS on OCB (H1: accepted)

JS has a positive and significant effect on OCB with a path coefficient of 0.360 and a significant value of 0.000 so JS has a significant contribution to increasing OCB by 36.0%. This indicates that the JS of the Aceh Provincial BPN Regional Office employees is the thing that can determine the employee's OCB which results indicate that the better their JS, the higher the OCB levels of the employees. The results of this study are also under the results of research conducted by Prasetio *et al.* (2015) [17] and Prasetio *et al.*

Effect of OC on OCB (H2: accepted)

OC has a significant effect on OCB with a path coefficient of 0.562 and a significant value of 0.000 so OC has a significant contribution to increasing OCB by 56.2%. This indicates that the commitment possessed by employees can determine the employee's OCB. The results of this study are also from the study conducted by Prasetio *et al.* (2015) [17].

The Effect of JS on EP (H3: Accepted)

JS has a significant effect on EP with a path coefficient of 0.241 and a significant value of 0.014 so JS has a significant contribution in improving EP by 24.1%. This indicates that JS can determine the performance of these employees. The results of this study are also following the results of research conducted by Fadlallh (2015) who also found that JS has a significant effect on EP.

The Effect of OC on EP (H4: Accepted)

OC has a significant effect on EP with a path coefficient of 0.315 and a significant value of 0.005 so OC has a significant contribution in improving EP by 31.5%. This indicates that the employee's commitment can increase the EP of employees of this office. The results of this study are also from the study conducted by Memari *et al.* (2013).

Effect of OCB on EP (H5: accepted)

OCB has a significant effect on EP with a path coefficient of 0.337 and a significant value of 0.000 so OCB has a

significant contribution to improving EP by 33.7%. The results of this study are also from the study conducted by Al-Mahasneh (2015) [1].

OCB Moderates the Effect of JS on EP (H6: not accepted)

OCB moderation has no significant effect on the effect of JS on EP, this can be seen from the path coefficient of 0.089 and a significant value of 0.435 so even with the presence of OCB, it does not have a significant impact on the effect of job satisfaction on EP. These results indicate that OCB in this study does not act as a moderating variable on the effect of JS on EP but only as an exogenous variable or may also act as an intervening variable, this is seen from the results of the study which found that OCB had a significant effect on performance.

OCB Mediates the Effect of OC on EP (H9: accepted)

Based on the results of the study, it is known that OC has a positive and significant effect on EP indirectly through OCB with a path coefficient of 0.189 and a significant value of 0.000. These results concluded that the higher the level of commitment possessed by the employee to the Regional Office of the National Land Agency of Aceh Province, the higher the level of OCB owned by the employee, which also has a significant contribution to improving the performance of employees in the agency. By 18.9%. These results indicate that OCB in this study acts as a partial mediation between the effect of OC on EP, it is seen from the results of research which finds that OC has a significant effect on EP either directly or indirectly through OCB. The results of this study are also per the research of Indarti *et al.* (2017) [11] whose research results found that OC has a positive and significant effect on EP both directly and indirectly through OCB.

5. Conclusion

This study finds several premises that can strengthen the previous theories, namely: JS and OC that have a significant effect on OCB; OCB has a significant effect on EP; JS and OC have a significant effect on EP, either directly or

indirectly through OCB; OCB does not moderate the effect of JS and OC on EP, but OCB mediates the effect of JS and OC on EP. Thus, the OCB variable in this study does not act as a moderating variable but acts as a mediating variable between the effect of JS and OC on EP. The limitations of this research are the scope and the number of variables. IT recommended increasing the scope to include more than one agency as the object of the research.

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