

## The Influence of Job Satisfaction and Organizational Commitment on Employee Performance Mediated by Citizenship Behavior

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### ABSTRACT

The objectives of this research are to analyze the effect of Job Satisfaction on Performance at PT BAS (Barumun Agro Sentosa), to analyze the effect of commitment to performance at PT BAS (Barumun Agro Sentosa), to analyze the effect of job satisfaction on performance at PT BAS (Barumun Agro Sentosa). Organizational Citizenship at PT BAS (Barumun Agro Sentosa), to analyze the effect of commitment to Organizational Citizenship Behavior at PT BAS (Barumun Agro Sentosa), to analyze the effect of organizational Citizenship Behavior on performance through PT BAS (Barumun Agro Sentosa), to analyze the effect of satisfaction work on performance through mediation of Organizational Citizenship Behavior at PT BAS (Barumun Agro Sentosa), to analyze the effect of commitment to performance through mediation of Organizational Citizenship Behavior at PT BAS (Barumun Agro Sentosa). This study uses an explanatory research approach. The sample in this study was PT BAS (Barumun Agro Sentosa). In this study, researchers used a sampling technique using simple random sampling, amounting to 97 people. Data collection techniques in this study using the interview method (interview), documentation, questionnaires. The data analysis technique in the study used path analysis using the SmartPLs application. From the data, the significant results obtained t the influence of the Job Satisfaction variable (X1) on Organizational Citizenship Behavior (Z) of tcount 3,728> ttable 1,985. This means that the relationship between the two variables is significant. Then the

relationship between Job Satisfaction and Organizational Citizenship Behavior (b) has a coefficient value of 0.408 and t statistics value of 3.728 > 1.985. This shows a significant relationship. Likewise, the relationship between the Organizational Citizenship Behavior variable on performance (c) has a coefficient value of 0.413 with a t statistics value of 3.385 > 1.985 which means significant. Based on the findings above, it can be illustrated as follows, the relationship (c) and (d) is significant, while (a) is also significant, so the Organizational Citizenship Behavior can be a partial mediating variable between Job Satisfaction and Performance. The results of testing the fifth hypothesis show that the variable Organizational Commitment to Performance (a) has a coefficient value of 0.299 with a t statistics value of 2.747 > 1.985. This means that the relationship between the two variables is significant. Then the relationship between the variable Organizational Commitment to Organizational Citizenship Behavior (b) has a coefficient value of 0.309 and a

value of t statistics of 2.747 > 1.985. This shows a significant relationship. Likewise, the relationship between the Organizational Citizenship Behavior variable on financial behavior (c) has a coefficient value of 0.383 with a t statistics value of 3.385 > 1.985 which means significant. Based on the findings above, it can be illustrated as follows, the relationship (c) and (d) is significant, while (a) is also significant, so Organizational Citizenship Behavior can be a partial mediating variable between Organizational Commitment to Performance.

**Keywords:** Job Satisfaction, Organizational Commitment, Performance Organizational Citizenship Behavior

**JEL Classification:** M, M50, I25

## **INTRODUCTION**

Performance is the work of an employee or employee in the performance of their tasks Work performance or work achieved by human resources per unit of time in carrying out duties in accordance with their responsibilities within the organization is referred to as human resource performance. The job in question can take the shape of tasks completed by an employee in accordance with their obligations, both qualitatively and numerically.

Within a certain time period, performance refers to the output produced by the functions and indicators of a job or profession (Wirawan, 2014). The term performance can also be used to denote a company or organization's outputs, tools, management functions (product, marketing, finance), or an employee's output.

According to (Prawirosentono, 2012) said that "Performance is the outcome of work done by an individual or group of individuals in an organization in accordance with their separate authorities and responsibilities in order to fulfill the organization's goals lawfully, without breaking the law, and in accordance with morals and ethics".

Employee performance can be affected by a variety of aspects within a corporation, including human relations and the working environment. Human relations (human connections) and the work environment can have an impact on employee performance in the workplace. Job happiness is one of the elements influencing performance.

When a person is able/unable to meet the expectations of the work process and its

performance, he or she experiences job satisfaction. It is the result of one's emotions and thoughts being transformed into an attitude or value for anything done or accomplished. Let's just look at the work environment. You can find a variety of employee expressions. There are those who smile and laugh, some like to complain, some are familiar with their co-workers, some are isolating themselves, and some are even used to expressing themselves.

Job satisfaction is primarily an individual matter; each person has a varied level of job satisfaction depending on the value system that applies to him, which is a result of differences in himself and each individual. A contented employee prefers his or her work environment to that of a dissatisfied employee.

Another factor that affects performance is organizational commitment. According to (Gibson, 2013) gives an understanding of organizational commitment as employees' feelings of affiliation, loyalty, and involvement with the organization or its parts. This employee's "loyalty attitude" is defined by three factors: (1) a person's strong desire to stay a member of the organization, (2) willingness to put out effort for the organization, and (3) belief in and acceptance of the company's values and goals.

Sleian's Organization Citizenship Behavior also affects performance in a company. Although OCB is not well known, it has been used by personnel in a firm or organization on occasion. The development of Organizational Citizenship Behavior in the organization is one of the strategic attitudes in the HR division. This OCB is demonstrated by behaviors such as assisting others, volunteering for extra chores, and adhering to workplace procedures. This behavior exemplifies employee contributed value, which is a type of prosocial behavior, namely positive, constructive and helpful social behavior.

To bring OCB to employees, of course, employees must feel satisfied first. Aspects of job satisfaction are the work itself, salary recognition, supervision, good cooperation and co-workers and the opportunity to develop. If employees feel happy, satisfied and comfortable at work, it will bring up OCB behavior.

Organizational Citizenship Behavior (OCB) can be a factor that needs attention from the company, because if an employee already has Organizational Citizenship Behavior (OCB) and becomes a volunteer for other employees, the employee will work as much as possible for the company. This will be very profitable for the company.

Employees who perform OCB in the workplace tend to be good citizens, thus the organization will benefit from having employees who act OCB. Citizenship in Organizations Various aspects within the organization can cause behavior, including employee job satisfaction and a high level of organizational commitment (Sutrisno, 2014).

PT. Barumon Agro Sentosa was founded in 1980, is one of the leading companies in the Agro Industry sector. The company currently manages 12,319 hectares of oil palm plantations in South Tapanuli, North Sumatra and operates a Palm Crude Oil Mill with a capacity of 45 tons/hour extended to 60 tons/hour. In 2006, the total production of Crude Palm Oil was 60,000 tons. PT.BAS employs 3607 full-time employees and part-time employees, who enjoy the benefits of good housing and necessary facilities.

Based on the observations of researchers, there are several problems faced by employees in Organizational Citizenship Behavior, the company expects every employee to provide more performance (extra job-role) or what we call OCB. OCB has

been noted as contributing to organizational performance outcomes such as service quality, organizational commitment, job involvement, and leader-member exchange. OCB behavior in the work team can create a conducive, mutually reinforcing, mutually supportive, and complementary atmosphere, so that company stability is maintained and performance will improve.

The authors found that there was no employee job satisfaction, absenteeism during working hours, no employees at work desks during working hours, and employees being lazy at work so that they procrastinated, doing things outside of work during working hours such as chatting, reading you and playing on mobile phones. If this is allowed to continue, it will certainly make employee performance worse and the organization does not run well, so that some employees do not perform their duties in accordance with the procedures and rules given. Then carrying out this organizational commitment work at PT.BAS was not found to work well, so the results expected by the company were not as expected.

Employee dissatisfaction with superiors and organizational decisions makes employees disobedient to their superiors. It also affects their performance, which makes performance decline because the employee is lazy in carrying out their duties. With such an attitude the superiors also feel that the employee is not competent to do the given task. The decision of the superior or the organization must be obeyed by an employee because it is something that aims for the progress of the organization. Thus, based on the results of interviews that researchers have conducted at PT.BAS, it was found that there was a decrease in employee work behavior which was thought to be caused by a lack of job satisfaction and employee work commitment.

The phenomenon of job satisfaction is a phenomenon that deserves attention because satisfaction affects performance. Employee job satisfaction occurs when all employee demands for work are met. To be able to increase employee job satisfaction, must pay attention to employee work commitment. This is because employees with high work commitment have lower job demands, so that ultimately employees are more satisfied than employees with lower work commitments. Thus, it means that the better job satisfaction, the better the organizational commitment.

From the phenomena that occur in the explanation above, the authors are interested in taking a title for the study, entitled "The Organizational Citizenship Behavior Mediates the Effects of Job Satisfaction and Organizational Commitment on Employee Performance at PT. BAS (Barumun Agro Sentosa) North Padang Lawas"

## **LITERATURE REVIEW**

### **Employee Performance**

In English the word "performance" can be interpreted as performance, job, or accomplishment are all terms that can be used to describe a person' Performance has a very broad definition, encompassing not only what is achieved as a result of work, but also how the work process is carried out. in accordance with (Wibowo, 2014) "Performance It's all about building relationships and communicating effectively in management. Performance management is concerned with what companies, managers, and employees require to be successful. The term "performance management" refers to the process of managing performance in order to achieve succes". According to (Mangkunegara, 2013) stated that performance is the consequence of an employee's efforts in terms of quality and quantity in carrying out his duties in line with the obligations entrusted to him. Whereas (Moehariono, 2015) Essentially, performance or performance is a description of the level of

achievement of the implementation of a program of actions or policies in attaining the organization's goals, objectives, vision, and mission as specified in its strategic planning. If an individual or group of employees already has criteria or benchmark success requirements set by the organization, performance can be known and quantified. As a result, performance refers to how well you do your job and the outcomes you achieve.

### **Job Satisfaction**

Employees who are satisfied with their jobs are less likely to look for work elsewhere. Employees are more likely to stay with a company if they are satisfied, even if not all criteria that determine job satisfaction are accomplished. Employees who are content with their jobs have a stronger sense of loyalty to their employers than those who are dissatisfied. Thus the experts provide several definitions of job satisfaction. Job satisfaction will encourage employees to perform better. Better performance will lead to higher economic and psychological rewards. If the reward is deemed appropriate and fair, there will be greater satisfaction because employees feel that they are receiving rewards in accordance with their achievements. On the other hand, if the reward is seen as inconsistent with the level of achievement, uncertainty tends to arise. Employment satisfaction is defined as a person's general attitude about his or her job (Nitisemito, 2014).

### **Organizational Commitment**

Commitment is a balanced process, and does not just happen, and is an individual experience when joining an organization. Commitment discusses employee behavior. When viewed from the word, the meaning of commitment is loyalty, as a worker, loyalty or a sense of belonging to the place where he works and being responsible in it means he has a commitment. The degree to which people connect with and interact with the organization, and/or do not want to leave it, is referred to as organizational commitment (Wibowo, 2014). A strong desire to stay a member of a specific organization is commonly defined as organizational commitment. A great desire to put up extraordinary effort on behalf of the company, A strong belief in and acceptance of the company's beliefs and aims (Luthan, 2014). To put it another way, commitment is an attitude that demonstrates employee devotion to the company and is a continuous process through which organizational members express their concern for the organization's sustained success and well-being. The degree to which an employee feels a sense of oneness with their organization is known as organizational commitment (Allen & Meyer, 1990).

### **Organizational Citizenship Behavior**

Role behaviors that are required of an employee include in-role and extra-role (Soegandhi, 2013) states that extra-role behavior is giving the company more than expected. This behavior tends to see employees as social beings who have the ability to empathize with other people and their environment and also align their values with the surrounding environment's values. This extra role behavior is also known as citizenship behavior or Organizational Citizenship Behavior (OCB).

## **RESEARCH METHOD**

The goal of this study is to explain the causal relationship between the research variables and the test hypothesis using an explanatory research approach (Nasution et al., 2020). Research is an activity that studies an issue or topic and develops knowledge using a scientific method. Quantitative research with a descriptive method is what this type of study is about. It will be simple to examine the impact of Job Satisfaction and Commitment on performance using this technique at PT BAS (Barumun Agro Sentosa) which is mediated by Organizational Citizenship Behavior.

## RESULTS

### Data Description

In this study, the author makes data processing in the form of a questionnaire consisting of 10 questions for the X1 variable, 10 questions for the X2 variable, 10 questions for the Y variable and 10 questions for the Z variable, where the X1 variable is Job Satisfaction, the X2 variable. are Organizational Commitment, Variable Y Performance and Variable Z Organizational Citizenship Behavior. The distributed questionnaire was given to 97 employees of PT. BAS (Barumun Agro Sentosa) North Padang Lawas.

### PLS Approach Structural Equation Test Results

In the following, the results of the evaluation of the empirical research model are presented, the tests include (1) testing the linearity assumption (2) testing the structural model (outer model) and testing the structural model hypothesis (inner model).

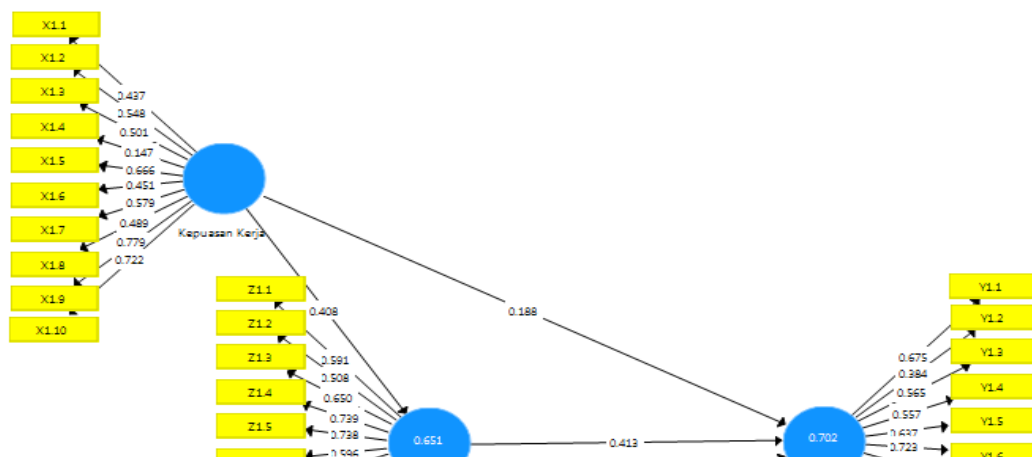
### Structural Model Testing Results (Outer Model)

When using data analysis techniques with SmartPLS to evaluate the outer model, there are three factors to consider: convergent validity, discriminant validity, and composite reliability. The correlation between item scores/component scores estimated with SmartPLS software is used to assess the measurement model's convergent validity with reflexive indicators. Individual reflexive measurements are deemed to be high if their correlation with the measured construct is more than 0.70. Chin, on the other hand, believes that (Ghozali, 2011) The loading value of 0.5 to 0.6 is regarded sufficient for research in the early stages of constructing a measurement scale. A loading factor limit of 0.50 will be employed in this study.

#### a. Convergent Validity

The following is a test of the outer model. The weight of each indication as a measure of each variable is represented by the loading factor value. A big loading factor on an indicator suggests that it is the most powerful (dominant) variable measuring. In the PLS model, the loading factor for reflexive indicators is outer loading, and for formative indicators is outer weight.

Figure 4.1. Structural Model Path Diagram in PLS



Source: Calculation results with SmartPLS version 3

#### **Job Satisfaction Forming Factors (X1)**

Job Satisfaction variable is measured by reflexive indicators. Test result The algorithm that generates the loading factor value of each Job Satisfaction variable indicator can be seen in the table below:

**Table 4.2.** Testing Indicators Job Satisfaction Shaper

<b>Indicator</b>	<b>Loading Factor</b>	<b>mean</b>
X1.1	0.437	3,620
X1.2	0.584	4,160
X1.3	0.501	4,330
X1.4	0.547	3,560
X1.5	0.666	4,550
X1.6	0.451	4,390
X1.7	0.579	4,290
X1.8	0.489	4,240
X1.9	0.779	4,280
X1.10	0.722	4,400

#### **Organizational Commitment Forming Factors (X2)**

Organizational Commitment variable is measured by reflexive indicators. Test result The algorithm that generates the loading factor value of each indicator of the Organizational Commitment variable can be seen in the table below:

**Table 4.3.** Testing of Indicators Organizational Commitment Maker

Indicator	Loading Factor	mean
X2.1	0.737	4,510
X2.2	0.752	4,590
X2.3	0.722	4,550
X2.4	0.443	3,200
X2.5	0.230	4,720
X2.6	0.467	4,260
X2.7	0.627	4,340
X2.8	0.740	4,380
X2.9	0.732	4,450
X2.10	0.303	4,030

*Loading factor* carried out to understand the comparison of conditions between the mean answers of respondents which is the perception of respondents during research, while the loading factor is the result of research findings of a conceptual phenomenon (Solimun, 2012). Because the loading factor value is  $> 0.30$ , the twelve major indicators demonstrate Organizational Commitment, as seen in the table above. The willingness indication is the most prominent indicator generating the Organizational Commitment variable, according to the results of the highest loading factor value (0.752). This indicates that people are capable and willing to work overtime to achieve the task at hand.

#### **Performance Shaping Factor (Y)**

Performance variables are measured by reflexive indicators. Test result The algorithm that generates the loading factor value of each Performance variable indicator can be seen in the table below:

**Table 4.4.** Testing Indicators Performance Shaper

Indicator	Loading Factor	mean
Y.1	0.675	4,380
Y.2	0.384	4,480
Y.3	0.565	4,210
Y.4	0.557	4,400
Y.5	0.637	4,410
Y.6	0.723	4,150
Y.7	0.696	4,220



Y.8	0.790	4,320
Y.9	0.739	4,380
Y.10	0.475	3,910

### Organizational Citizenship Behavior (Z) Forming Factors

Variable Organizational Citizenship Behavior measured by reflexive indicators. Test result algorithm that generates the loading factor value of each variable indicator Organizational Citizenship Behavior can be seen in the table below:

**Table 4.5.** Testing Indicators Shaper Organizational Citizenship Behavior

Indicator	Loading Factor	mean
Z.1	0.991	4,360
Z.2	0.908	4,060
Z.3	0.690	4,210
Z.4	0.739	4,170
Z.5	0.738	4,490
Z.6	0.896	4,590
Z.7	0.513	4,460
Z.8	0.736	4,570
Z.9	0.746	4,380
Z.10	0.747	4,190

### Evaluating Average Variance Extracted (AVE)

The construct reliability value and the average variance extracted (AVE) value from each concept also provide the validity and reliability requirements. If the value is 0.70 and the AVE is greater than 0.50, the construct is said to have good reliability. The AVE root values for all variables are listed in the table below.

**Table 4.6.** Root Values Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Organizational Citizenship Behavior (Z)	0.582
Job Satisfaction (X1)	0.607
Performance (Y)	0.574
Organizational Commitment (X2)	0.524

Source: Data processed 2021

### Evaluate Composite Reliability Value

Reliability testing can also be seen from the composite reliability value as follows:

**Table 4.7.** Composite Reliability Value

	<b>Composite Reliability</b>	<b>Conclusion</b>
Organizational Citizenship Behavior (Z)	0.879	Reliable
Job Satisfaction (X1)	0.800	Reliable
Performance (Y)	0.862	Reliable
Organizational Commitment (X2)	0.816	Reliable

Based on the results of the calculation of the composite reliability value above, it has met the requirements, namely > 0.70, which means that the instrument used in this study is reliable.

#### **Test Structural Model (Inner Model)**

The structural model, also known as the inner model, was tested to determine the relationship between constructs, significant values, and the research model's R-square. For the dependent construct of the partial test, as well as the significance of the coefficients of the structural route parameters, the structural model was evaluated using R-square.

**Table 4.8.** R-square Value

<b>Variable</b>	<b>R-square</b>	<b>R-square Adjusted</b>
Organizational Citizenship Behavior (Z)	0.635	0.628
Performance (Y)	0.734	0.726

The table above shows the R-square value for the Organizational Citizenship Behavior variable, a value of 0.635 is obtained, while for the Performance variable, a value of 0.734 is obtained.

#### **Goodness of Fit Test**

The predictive-relevance Q-Square value is used to test the Goodness of Fit structural model on the inner model (Q2). In this study, the R-square value of each endogenous variable is as follows:

- 1) variable Z obtained an R-square value of 0.635 and
- 2) variable Y obtained an R-square value of 0.734

The predictive-relevance Q-Square value is obtained by the formula:

$$Q^2 = 1 - (1 - 0.635) (1 - 0.734)$$

$$Q^2 = 1 - (0,365) (0.266)$$

$$Q^2 = 1 - (0.097)$$

$$Q^2 = 0.903$$

$$Q^2 = 90.3\%$$

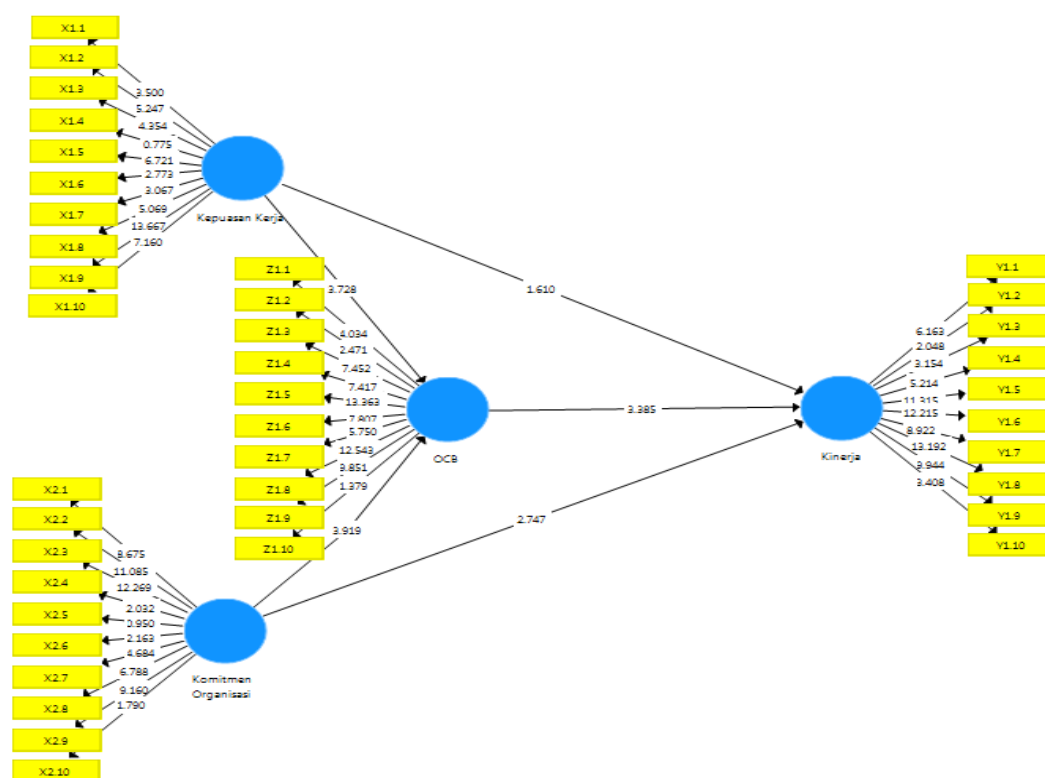
The calculation results describe the model has a predictive relevance rating of 0.903, or 90.3 percent, indicating that it has relevant predictive value. The predictive relevance value of 90.3 percent implies that the model can explain 90.3 percent of the data, or in other words, the model can explain the information contained in 90.3 percent of the data. Other variables that were not included in the model, as well as

mistakes, account for the remaining 9.7%. These findings indicate that the PLS model developed is effective, as it can explain 90.3 percent of the total data.

### **Mediation Test**

Furthermore, an examination of the mediating variable will be carried out with the approach of the difference in coefficient and significance values as follows: (Solimun, 2012). It can be used to determine the mediating variable of job satisfaction based on the findings of the inner model test. In addition, to determine the nature of the interaction between variables as a perfect mediating variable or a partially mediating variable. The results of the above analysis by differentiating the path coefficient values with the booth strapping method are in accordance with the theory, which can then be used to draw the following conclusions:

**Figure 4.2.** Bootstrapping Method Path Coefficient



1. In this study, the variable the influence of job satisfaction on performance (a) has a coefficient of 0.199 and a t statistic of 1.6101.985. This indicates that there is no substantial association job between the two variables. The coefficient value of the connection between job satisfaction characteristics and organizational citizenship behavior (b) is 0.408, and the t statistic value is 3.728 > 1.985. This demonstrates a strong connection. Similarly, the link between Organizational Citizenship Behavior and Performance (c) has a coefficient of 0.413 and a t statistic of 3.385 > 1.985, indicating that it is statistically significant. The relationship (c) and (d) can be presented as follows based on the aforementioned facts (d) is significant, while (a) is also significant, then Organizational Citizenship Behavior is able to be a partial mediating variable between Job Satisfaction and Performance.
2. In this study, the variable Organizational Commitment to Performance (a) with a t statistic of 2.747 > 1.985 and a coefficient of 0.309 This indicates that there is a considerable link between the two variables. The link between the Organizational Commitment variable and Organizational Citizenship Behavior (b) has a coefficient of 0.413 and a t statistic of 3.919 > 1.985, respectively. This indicates a significant relationship. Likewise, the relationship between Organizational Citizenship Behavior and Performance (c) has a coefficient value of 0.383 with a t statistic value of 3.385 > 1.985, which means it is significant. Based on the above findings it can be illustrated as follows, the relationship (c) and (d) is significant, while (a) is also significant, then Organizational Citizenship Behavior is able to be a partial mediating variable between Organizational Commitment to Performance.

## Data Analysis

### Hypothesis Testing Results (Inner Model)

The significance of the estimated parameters gives us a lot of information about how the research variables are related. The value contained in the output result for inner weight is utilized to test the hypothesis. The estimated output for structural model testing is shown in the table below.

**Table 4.9.** Inner Weight Test Results

	Original	Sample Mean	Standard	T Statistics
Organizational Citizenship Behavior(Z) -> Performance (Y)	0.383	0.376	0.125	3.385
Job Satisfaction (X1) -> Organizational Citizenship Behavior (Z)	0.236	0.242	0.132	3,728
Job Satisfaction (X1) -> Performance (Y)	0.249	0.269	0.100	1,610
Organizational Commitment (X2) -> Organizational Citizenship Behavior (Z)	0.595	0.593	0.119	3,919
Organizational Commitment (X2) -> Performance (Y)	0.299	0.288	0.131	2,747

Source: Data processed 2021

In PLS statistical testing of each hypothesized relationship is carried out using simulation. In this case, the booth strapping method was carried out on the sample.

## DISCUSSION

### The Effect of Job Satisfaction on Performance

The results obtained from the inner weigh test table are significant for the effect of Job Satisfaction (X1) on Performance (Y) tcount 1.610 > ttable 1.985. This suggests that work happiness (X1) has a limited impact on performance (Y). This demonstrates that the more the employee's job satisfaction, the higher the employee's performance. The findings of this study back up prior research, namely research (Jufrizen, 2016), (Arda, 2017), (DS Harahap & Khair, 2019), (Rosmaini & Tanjung, 2019), (Nabawi, 2019), (Sandy Fialy Harahap & Tirtayasa, 2020) which proves that there is a significant positive relationship between employee satisfaction and performance.

### The Effect of Organizational Commitment on Performance

From the inner weigh test table, there are significant results t the influence of the variable Organizational Commitment (X2) on Performance (Y) tcount 2.747 > ttable 1.985. This means that Organizational Commitment (X2) partially has a significant effect on Performance (Y).

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

From the inner weigh test table, there are significant results t the influence of the Satisfaction variable (X1) on Organizational Citizenship Behavior (Z) tcount 3,729>

table 1,985. This means that Job Satisfaction has an effect on Organizational Citizenship Behavior. Job satisfaction causes employees to want to work together and contribute to the organization. Employees who are satisfied with their work will reward the organization in the form of attachment to the organization and behave as good members. With job satisfaction, employees will take actions that they think are fun, such as helping coworkers in doing too much work without any sense of compulsion.

The higher the level of employee job satisfaction, the higher the OCB behavior of the employee, such as the availability to contribute more without expecting a reward from the company. Employees with high OCB will be very happy to be involved in company functions and always consider positive things for the future progress of the company. The results of the study (Sulaika, 2013), namely the effect of job satisfaction on OCB with work motivation as an intervening variable for PT Telkom Tegal employees found that job satisfaction was positively and significantly related and contributed to the emergence of OCB.

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

From the inner weigh test table obtained significant results t the influence of the Commitment variable (X2) on Organizational Citizenship Behavior (Z) tcount 3,919 > table 1,985. This means that commitment has an effect on Organizational Citizenship Behavior. *Organizational Citizenship Behavior* could occur as a result of a variety of elements within the organization, including as the company's existence, job satisfaction, and staff devotion (Robbin, 2014). Employees will produce maximal and best performance results if they are satisfied with what is available in the organization. Employees that have a strong commitment to the organization will go to great lengths to advance it because they believe in the organization in which they work (Luthans, 2015). When an individual has a strong commitment to the firm, he or she is completely satisfied at work and eager to take measures that will help the company advance. The results of the study (Kurniawan, 2015) found that work commitment was positively and significantly related and contributed to the emergence of OCB.

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

From table Inner weigh test obtained significant results t the effect of the variable Organizational Citizenship Behavior (Z) on Performance (Y) tcount 3,385 > ttable 1,985. This means that Organizational Citizenship Behavior (Z) partially has a significant influence on Performance (Y). According to (SP Robbins, 2014) states that citizenship behavior is a Voluntary conduct that benefits the workplace's psychological and social environment So a successful organization or company is in need of workers who are able to do more than just ordinary responsibilities but how to create performance that is above expectations.

Good performance will affect organizational culture, so organizational culture is strongly influenced by OCB as described (Kusdi, 2011) Organizational Citizenship Behavior (OCB) is one of them, and it can be developed through organizational culture. Meanwhile, a positive organizational culture will contribute to the seamless operation of the company (Luthan, 2014).

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

Significant results for the effect of the variable Job satisfaction (X1) on Organizational Citizenship Behavior (Z) of tcount 3.385 > ttable 1.985 were found from the data. The link between Job Satisfaction and Organizational Citizenship Behavior (b) has a coefficient value of 0.408 and a t statistic value of 3.728 > 1.985, indicating that the relationship between the two variables is significant. This is a sign of a strong connection. Similarly, the link between Organizational Citizenship

Behavior and Performance (c) has a coefficient of 0.413 and a t statistic of  $3.385 > 1.985$ , indicating that it is statistically significant. It can be demonstrated based on the findings above. The relationship can be shown as follows, based on the facts above (c) and (d) is significant, while (a) is also significant, so Organizational Citizenship Behavior can be a partial mediating variable between Job Satisfaction and Performance.

Employees that are content with their jobs will exhibit organizational citizenship behavior, according to study (Dewi & Suwandana, 2016), which suggests that job satisfaction has a strong impact on organizational citizenship behavior. Then there was the 2013 study by Hossein Jenaabi, which indicated that work satisfaction had a significant impact on organizational citizenship behavior. Furthermore, according to Widyanto's research from 2013, job satisfaction has a favorable and significant impact on organizational citizenship behavior.

The better the employee's job satisfaction, the higher the employee's organizational citizenship behavior will be. Finally, Soegandhi (2013) Job satisfaction and loyalty appear to have a favorable impact on organizational citizenship behavior. This demonstrates that improving employee job satisfaction improves employee organizational citizenship behavior significantly. In the eyes of coworkers and managers, organizational citizenship behavior will have a beneficial impact on.

This will have an impact on the employee's ability to collaborate with others, the manager's judgment of employee performance, and, finally, the chance for employees to obtain organizational awards. Based on the aforementioned theories and data, it appears that job satisfaction has a favorable association with organizational citizenship behavior in general. the outcome of the research (Nabawi, 2019), (Nasution, 2018), (Rosmaini & Tanjung, 2019), (Mujiatun, 2015), (Arda, 2017), (Sandhi Fialy Harahap & Tirtayasa, 2020) that satisfaction affects performance.

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

The variable Organizational Commitment to Performance (a) has a coefficient value of 0.413 and a t statistics value of  $3.385 > 1.985$ , according to the findings of testing the fifth hypothesis. This indicates that there is a considerable link between the two variables. The connection between the Organizational Commitment variable and Organizational Citizenship Behavior (b) is then 0.309 with a t statistic of  $2.747 > 1.985$ . This suggests a strong connection. Likewise, the relationship between the variable Organizational Citizenship Behavior on performance (c) has a coefficient value of 0.413 with a t statistic value of  $3.385 > 1.985$  which means it is significant. Based on the above findings can be illustrated as follows, the relationship (c) and (d) is significant, while (a) is also significant,

Commitment is one of the most essential elements that demonstrates an employee's seriousness about contributing to the success of the organization in which he works. If an organization's personnel have a high level of commitment to the organization, organizational citizenship behavior will emerge.

According to organizational behavior specialists, commitment is a force that binds a person through the relevance of activity to one or more goals (Kreitner and Kinicki, 2014: 165). According to Widyanto (2013) demonstrates that organizational citizenship conduct is influenced by organizational commitment in a good and meaningful way. Sari Maysarah's research in 2015 found a positive and substantial relationship between organizational commitment and organizational citizenship behavior. This demonstrates

that the more the organizational commitment, the greater the impact on organizational citizenship behavior.

Kaveh Hasani and Saman S. (2014) conducted research on the effect of organizational commitment on organizational citizenship behavior, they concluded that there was a significant influence between organizational commitment and organizational citizenship behavior. Research result, (Muis et al., 2018) (Muis et al., 2018) (Adhan et al., 2020), (Arianty, 2012), (Adhan et al., 2020), Finally, Soeghandi (2013) also stated in his research that organizational commitment has a significant positive influence on organizational citizenship behavior.

## **CONCLUSION**

The following conclusions can be taken from the results of the analysis that have been discussed previously: The results obtained from the inner weigh test table are significant for the effect of Job Satisfaction (X1) on Performance (Y) tcount 1.610 > ttable 1.985. This suggests that work happiness (X1) has a limited impact on performance (Y). The influence of the variable Organizational Commitment (X2) on Performance (Y) tcount 2.747 > ttable 1.985 yields significant results in the inner weigh test table. This implies that Organizational Commitment (X2) has a limited impact on Performance (Y). There are significant results in the inner weigh test table for the effect of Job Satisfaction (X1) on Organizational Citizenship Behavior (Z) tcount 3,729 > ttable 1,985. This suggests that Organizational Citizenship Behavior is influenced in part by Organizational Commitment (X2) (Z). The effect of the variable Organizational Commitment (X2) on Organizational Citizenship Behavior (Z) tcount 3.919 > ttable 1.985 yields significant results in the inner weigh test table. This suggests that Organizational Citizenship Behavior (Z) is influenced in part by Organizational Commitment (X2). The influence of the variable Organizational Citizenship Behavior (Z) on Performance (Y) tcount 3,385 > ttable 1,985 yields significant results in the inner weigh test table. This indicates that Organizational Citizenship Behavior (X3) has a limited impact on Performance (Y). Significant results for the effect of the variable were found from the data. This indicates that Organizational Citizenship Behavior (X3) has a limited impact on Performance (Y). Significant results for the effect of the variable were found from the data. This indicates that Organizational Citizenship Behavior (X3) has a limited impact on Performance (Y). The influence of the variable Job satisfaction (X1) on Organizational Citizenship Behavior (Z) of tcount 3,728 > ttable 1,985 was shown to be significant. This indicates that there is a considerable link between the two variables. The connection between Job Satisfaction and Organizational Citizenship Behavior (b) is then 0.408 with a t statistic of 3.728 > 1.985 This shows that there is a strong connection between them. Similarly, the link between Organizational Citizenship Behavior and Performance (c) has a coefficient of 0.413 and a t statistic of 3.385 > 1.985, indicating that it is statistically significant. According to the findings above, the relationships (c) and (d) are significant, but (a) is also significant, implying that Organizational Citizenship Behavior could be a partial mediating variable between Job Satisfaction and Performance. The variable Organizational Commitment to Performance (a) has a coefficient value of 0, 299 and a t statistic value of 2.747 > 1.985, according to the findings of testing the fifth hypothesis. This indicates that there is a considerable link between the two variables. The connection between the Organizational Commitment variable and Organizational Citizenship Behavior (b) is then 0.309 with a t statistic of 2.747 > 1.985. This is a sign of a strong connection. Similarly, the association between Organizational Citizenship Conduct and financial behavior (c) has a coefficient of 0.383 and a t statistic of 3.385 > 1.985, indicating that it is significant. According to the findings above, the relationships (c) and (d) are significant, but (a) is also significant, implying that Organizational Citizenship Behavior



can serve as a partial mediating variable between Organizational Commitment to Performance. The connection between the Organizational Commitment variable and Organizational Citizenship Behavior (b) is then 0.309 with a t statistic of  $2.747 > 1.985$ . This indicates a significant relationship. Likewise, the relationship between the variable Organizational Citizenship Behavior on financial behavior (c) has a coefficient value of 0.383 with a t statistic value of  $3.385 > 1.985$  which means it is significant. Based on the findings above, it can be illustrated as follows, the relationship (c) and (d) is significant, while (a) is also significant, so Organizational Citizenship Behavior is able to become a partial mediating variable between Organizational Commitment to Performance. Then the relationship between Organizational Commitment variable and Organizational Citizenship Behavior (b) has a coefficient value of 0.309 and a t statistic value of  $2.747 > 1.985$ . This indicates a significant relationship. Likewise, the relationship between the variable Organizational Citizenship Behavior on financial behavior (c) has a coefficient value of 0.383 with a t statistic value of  $3.385 > 1.985$  which means it is significant. Based on the findings above, it can be illustrated as follows, the relationship (c) and (d) is significant, while (a) is also significant, so Organizational Citizenship Behavior is able to become a partial mediating variable between Organizational Commitment to Performance. This indicates a significant relationship. Likewise, the relationship between the variable Organizational Citizenship Behavior on financial behavior (c) has a coefficient value of 0.383 with a t statistic value of  $3.385 > 1.985$  which means it is significant. Based on the findings above, it can be illustrated as follows, the relationship (c) and (d) is significant, while (a) is also significant, so Organizational Citizenship Behavior is able to become a partial mediating variable between Organizational Commitment to Performance. This indicates a significant relationship. Likewise, the relationship between the variable Organizational Citizenship Behavior on financial behavior (c) has a coefficient value of 0.383 with a t statistic value of  $3.385 > 1.985$  which means it is significant. Based on the findings above, it can be illustrated as follows, the relationship (c) and (d) is significant, while (a) is also significant, so Organizational Citizenship Behavior is able to become a partial mediating variable between Organizational Commitment to Performance.

From the results of the analysis, the researchers provide the following suggestions: It is expected that the company will pay more attention to employee job satisfaction such as paying salaries on time, so that employees can use the money for their needs. Companies should pay attention to employees by conducting supervision, so that employees can provide a good job in the company. Employees should be able and bravetake any risks to be responsible and implement the results of joint meeting decisions, so that work can be carried out effectively and efficiently

Some of the limitations in this study are as follows: The timing of distributing the questionnaires which coincided with the long holiday after the end-of-semester exams for accounting students at the University of Muhammadiyah and the COVID-19 pandemic caused the low level of questionnaire distribution. This study uses a Likert scale. This can cause problems in the analysis process due to the possibility of respondents responding by choosing.

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### **DECLARATION OF CONFLICTING INTERESTS**

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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