



## **The Mediating Role of OCB in the Relationship Between Commitment, Satisfaction, and Performance**

**Albert Budiyanto**  
[albert.b@ibn.ac.id](mailto:albert.b@ibn.ac.id)  
Institut Bisnis Nusantara

\*Corresponding Author: Albert Budiyanto  
E-mail: [albert.b@ibn.ac.id](mailto:albert.b@ibn.ac.id)

### **ABSTRACT**

*The present inquiry endeavors to examine the extent to which organizational commitment and job satisfaction influence employee performance, designating Organizational Citizenship Behavior (OCB) as a mediating construct within PT. Prasida Arta Begja Kamayanan. The study adopts an associative research framework, wherein primary data were elicited through self-administered questionnaires distributed among 75 personnel. The analytical outcomes disclose that organizational commitment manifests a statistically significant bearing on employee performance, whereas job satisfaction exerts no direct measurable influence, yet demonstrates a meaningful contribution to the enhancement of OCB. Additionally, OCB is found to exert a pronounced and favorable effect on performance outcomes. The investigation further substantiates that OCB functions as an intermediary conduit linking organizational commitment and organizational culture with employee performance, thereby reinforcing its pivotal role within organizational behavioral dynamics.*

**Keywords:** *Employee Performance, Job Satisfaction, Organizational Citizenship Behavior (OCB), Organizational Commitment*

### **INTRODUCTION**

Companies in Indonesia are currently facing increasingly complex challenges amid global economic dynamics and rapid technological advancement. In this context, human resources (HR) have become a decisive factor in determining competitiveness and corporate sustainability. As one of the world's most populous countries, Indonesia possesses substantial human capital potential. However, to

optimize this potential, companies must focus on effective human resource development and management strategies (Wardhana et al., 2024).

Investment in employee training and education fosters a more competent and adaptable workforce capable of responding to constant change. With growing awareness of HR's importance, many Indonesian companies have begun implementing more strategic human resource management (HRM) practices, including selective recruitment, career development, and equitable reward systems. These approaches enhance employee performance and contribute to achieving long-term organizational objectives (Purwono, 2024).

According to Firmansyah (2021), humans represent the most critical resource in achieving organizational goals. Human resources are unique in that they embody intellect, emotions, desires, abilities, skills, knowledge, motivation, and creativity. Regardless of technological advancement, information growth, capital availability, or material adequacy, without capable human resources, an organization will struggle to attain its objectives. Human beings play an active and dominant role in every organizational activity as planners, implementers, and decision-makers determining organizational success.

Employee performance is a crucial determinant of organizational success. Amid intensifying global competition, organizations must maximize employee potential to achieve strategic goals efficiently and effectively. High performance contributes not only to organizational productivity but also to customer satisfaction and employee loyalty. Corporate progress is influenced by several factors, one of which is employee performance, defined as the accomplishment of tasks and responsibilities consistent with organizational objectives (Syarifin & Atmaja, 2023).

Factors influencing employee performance include motivation, commitment, job satisfaction, organizational culture, and work environment. Effective management and employee development through structured training and coaching also play vital roles in enhancing performance. As stated by Yuniarti (2021), organizational progress represents the aspiration of every individual within the company, driving competitiveness and adaptability in line with contemporary developments. Sound employee performance fosters a conducive work climate that supports organizational goal attainment.

Organizational commitment is another essential factor influencing employee performance and productivity. In an era of intensifying global competition, organizations must cultivate strong commitment among employees to ensure engagement and sustained contribution. Wahyudi & Salam (2020) define organizational commitment as an employee's attachment to the organization's goals and values, which enhances loyalty and reduces turnover. Commitment manifests as attitudes and behaviors aligned with the organization's vision, mission, and objectives, while adhering to established policies, regulations, and standard operating procedures.

Human resources remain a top priority, as they serve as the driving force behind organizational operations. However, some companies still perceive HR as a cost rather than an investment, resulting in suboptimal management practices. Ineffective HR management can diminish job satisfaction, which in turn impairs employee performance. Satisfied employees are more capable of overcoming work-related challenges, whereas those with low job satisfaction often struggle to achieve desired outcomes (Muriyana et al., 2023).

According to Rostiawati (2022), Organizational Citizenship Behavior (OCB) refers to employees' voluntary actions that go beyond formal job requirements to support organizational objectives. Employees exhibiting high levels of OCB are valuable assets, as their discretionary behavior, although not formally rewarded, enhances organizational efficiency and effectiveness. OCB includes actions such as assisting colleagues, participating in organizational initiatives, and demonstrating positive attitudes toward work. Prior research emphasizes that OCB fosters a harmonious and productive work environment, improves teamwork, and strengthens the organizational climate. Moreover, OCB positively affects individual and group performance while enhancing customer satisfaction.

Grounded in the aforementioned conceptual background, this research seeks to investigate the extent to which organizational commitment and employee satisfaction affect employee performance, positioning Organizational Citizenship Behavior (OCB) as a mediating construct within the organizational context of PT. Prasida Arta Begja Kamayangan. The research seeks to determine how these variables interact in shaping employee performance outcomes within the organization.

In accordance with this purpose, the study formulates several research questions as follows. First, does organizational commitment affect employee performance at PT. Prasida Arta Begja Kamayangan? Second, does job satisfaction influence employee performance within the company? Third, does organizational commitment have an impact on Organizational Citizenship Behavior (OCB)? Fourth, does job satisfaction affect OCB among employees? Fifth, does OCB influence employee performance at PT. Prasida Arta Begja Kamayangan? Furthermore, does OCB operate as a mediating construct linking organizational commitment to employee performance? Lastly, does OCB act as an intermediary mechanism in the association between job satisfaction and employee performance at PT. Prasida Arta Begja Kamayangan?

## **LITERATURE REVIEW**

### **Organizational Commitment**

Organizational commitment is one of the key topics that continues to draw attention from management practitioners and researchers, particularly those focusing on human behavior within organizations. Organizational commitment plays a vital role in modern organizations, as it signifies the degree to which

employees demonstrate a sustained commitment to preserving their affiliation and allegiance to the organization. This, in turn, indicates the degree of an employee's commitment toward achieving organizational objectives (Baritule & Enwin, 2021).

### **Indicators of Organizational Commitment**

According to Wahyudi & Salam (2020), organizational commitment consists of four indicators, namely:

1. Responsibility

Responsibility refers to the obligation to account for one's actions. As stated by Francis Kaplan, responsibility includes moral and intelligence. Ethically, moral, an individual must be able to control attitudes and behavior in accordance with applicable norms, whether social norms within society, religious norms within faith practice, or work rules within the company. Moreover, intelligence refers to the ability to distinguish between right and wrong, which encourages carefulness in one's actions. These two aspects are inherent in being human, even in the absence of binding rules, as social or moral sanctions still exist for violations. Responsibility thus reflects a form of commitment observable through both the process and the outcome of work. A responsible employee ensures that each assigned duty is completed properly, adheres to standards, and avoids negligence or opportunistic motives. Such an employee neither seeks personal recognition nor avoids accountability when problems arise.

2. Consistency of Action (Consequential Attitude)

Commitment-related behavior can also be observed in an employee's willingness to accept all risks associated with their job or those resulting from errors made. A consequential employee prepares to manage potential risks by studying job requirements carefully, enhancing relevant knowledge, improving professional skills, and developing emotional intelligence to address challenges wisely. Additionally, such employees are willing to bear the consequences of any mistakes for which they are responsible (Jung et al., 2020).

3. Honesty

Honesty reflects an employee's compliance with policies, adherence to rules, obedience to superiors' directives, punctuality, and respect for established procedures. This attitude should align with organizational regulations without deviation or manipulation. Honesty stems from conscience, a divine gift, that encourages individuals to speak truthfully, behave ethically, and act consistently with their words. Its fundamental principle is openness, which prioritizes ethical conduct in social relations even when it entails personal risk (Utomo & Supriyanto, 2020).

#### 4. Consistency

Consistency represents systematic and orderly work behavior. Employees demonstrate this by following established schedules and completing tasks according to predetermined procedures. Consistency also implies operating within one's designated authority. Each employee must act strictly within the scope of their position and defer matters beyond their capacity to a superior with the appropriate authority. This principle maintains organizational order and prevents misconduct or self-serving actions that may harm the organization or its members. In essence, consistency is defined as steadfastness in both attitude and behavior (Sari & Hadijah, 2016).

#### **Job Satisfaction**

Job satisfaction denotes the affective condition experienced by an employee in relation to their work environment, whether pleasant or unpleasant, regarding their work. It reflects how individuals perceive their jobs and is manifested through their daily attitudes and behaviors. According to Vikko Trioda et al. (2024), job satisfaction generally appears in positive responses toward work. It reflects a constructive disposition that employees hold toward their occupational responsibilities, arising from an evaluation of the work environment. Such evaluations often relate to one or more aspects of the job and represent a sense of appreciation for achieving certain values associated with work (Rachman, 2022).

Bangun (2012) explains that job satisfaction determines whether an employee finds their work enjoyable or unenjoyable. Therefore, job satisfaction becomes a key factor influencing employee motivation, engagement, and performance within the organization. According to Sutrisno (2011), job satisfaction comprises four main indicators: (1) Psychological Factors, these relate to employees' mental and emotional well-being, including interest in work, a sense of tranquility, attitude toward job responsibilities, talents, and skills; (2) Social Factors, these involve social interactions among employees and between employees and supervisors, influencing cooperation and communication within the workplace; (3) Physical Factors, these encompass physical working conditions, such as job type, work schedule and rest periods, equipment, physical and physiological determinants including workplace environment, thermal comfort, lighting adequacy, air flow conditions, health status, and age-related variables; (4) Financial Factors, these refer to economic aspects affecting employee welfare, including salary systems, social security, various allowances, facilities provided by the company, and promotion opportunities.

#### **Employee Performance**

Employee performance encapsulates the demonstrable behaviors and attainment of work objectives that reflect an individual's adherence to their

professional responsibilities within the organization. Essentially, performance reflects the tangible manifestation of an employee's contribution within the unit where they are employed.

According to Yuniarti (2021) organizational progress represents the collective aspiration of individuals within a company, driving competitiveness and responsiveness to change. Corporate advancement is influenced by several factors, one of which is employee performance. Employee performance is conceptualized as the extent to which an individual or team fulfills organizational tasks and obligations in a competent and resource-efficient manner in line with organizational objectives. Sound employee performance fosters a healthy work climate that facilitates the attainment of organizational goals (Mochklas, 2022). According to Robbins (2021) there are five indicators used to measure employee performance:

1. Quality of Work

The assessment of work quality is grounded in employees' evaluative judgments regarding the excellence of their output and the thoroughness with which tasks are executed in alignment with their competencies and proficiencies.

2. Quantity of Work

Quantity pertains to the volume of output generated, commonly measured through indicators such as the number of completed units, operational cycles, or accomplished activities.

3. Punctuality

Punctuality reflects the degree to which activities are completed within the designated timeframe. This dimension can be discerned through the synchronization between output delivery and the optimal allocation of time for subsequent activities.

4. Effectiveness

Effectiveness denotes the degree to which organizational inputs, including human resources, financial assets, technological instruments, and material resources, are optimally deployed to enhance productivity relative to the resources utilized.

5. Commitment

Commitment signifies the degree of willingness and capability demonstrated by employees in fulfilling their occupational duties. It also reflects an employee's sense of responsibility toward their organization or institution.

### **Organizational Citizenship Behavior (OCB)**

The idea of OCB was initially articulated by Organ and later expanded by subsequent theorists. It refers to employees' voluntary actions that surpass formal role expectations to promote organizational success. It involves actions such as undertaking extra tasks, avoiding conflict with coworkers, and completing work



without waiting for orders from supervisors, all of which contribute to beneficial outcomes for the company. Such behaviors are essential to support organizational activities that cannot always be managed formally through routine procedures. Employees are therefore expected to perform not only their primary duties but also to engage in extra-role behaviors, such as cooperation, mutual assistance, giving constructive feedback, active and creative participation, and effective time management (Lubis, 2019). According to Phuong & Dong (2021) Organizational Citizenship Behavior (OCB) consists of five indicators:

1. Altruism

This behavior prioritizes the interests of others, showing a willingness to help and assist colleagues in completing their work. Examples include voluntarily helping coworkers who are new or overloaded with tasks. Altruism reflects a selfless concern for others.

2. Conscientiousness

This refers to personal behavior characterized by sincerity, dedication, and diligence beyond the minimum job requirements. It includes working full days, avoiding time-wasting, and willingly performing tasks that are not part of one's formal responsibilities. In essence, conscientious individuals tend to be cautious, disciplined, reliable, and thoughtful in decision-making.

3. Sportsmanship

This behavior demonstrates an individual's contribution to organizational matters. In ancient Greek and Roman times, such an attitude was seen as virtuous, akin to civic participation, friendship, warfare, and philosophical discussion. In the modern workplace, sportsmanship represents a self-initiated willingness to participate in and uphold the organization's activities across professional duties and social interactions.

4. Courtesy

Employees should demonstrate politeness and respect in all interactions. While this concept is often associated with marketing, in workplace culture it relates to providing excellent service to the public and coworkers. Courtesy helps employees avoid interpersonal conflicts and maintain positive relationships.

5. Civic Virtue

Civic virtue includes participation in organizational activities and a sense of responsibility toward the organization's welfare and success. It involves more than performing one's duties, it encompasses contributing to the overall well-being and progress of the organization (Nasution & Utami, 2024).

### **Research Hypotheses**

The hypotheses proposed for this research are presented below:

- H1 : Organizational commitment exerts an influence on employee performance at PT. Prasida Arta Begja Kamayangan.
- H2 : Job satisfaction demonstrates a measurable impact on employee performance at PT. Prasida Arta Begja Kamayangan.
- H3 : Organizational commitment affects the level of Organizational Citizenship Behavior (OCB) at PT. Prasida Arta Begja Kamayangan.
- H4 : Job satisfaction significantly contributes to the emergence of Organizational Citizenship Behavior (OCB) at PT. Prasida Arta Begja Kamayangan.
- H5 : Organizational Citizenship Behavior (OCB) influences employee performance outcomes at PT. Prasida Arta Begja Kamayangan.
- H6 : Organizational Citizenship Behavior (OCB) embodies the mediational role connecting the dimensions of organizational commitment to the manifestation of employee performance at PT. Prasida Arta Begja Kamayangan.
- H7 : Organizational Citizenship Behavior (OCB) functions as a mediating mechanism linking job satisfaction to employee performance at PT. Prasida Arta Begja Kamayangan.

### **RESEARCH METHODOLOGY**

In conducting this research, the author employed an associative research method. According to Sugiyono (2019), associative research aims to determine the relationship between two or more variables. This methodological framework enables the researcher to identify the degree and nature of connections among the studied variables, thereby providing a deeper and more integrative comprehension of the causal interrelations shaping employee performance in the organizational context.

Furthermore, in relation to the research variables, Sugiyono (2019) defines a variable as anything determined by the researcher to be studied in order to obtain information and draw conclusions. Based on this definition, three types of variables were used in the present study. The first is the independent variable, also referred to as the stimulus, predictor, or antecedent variable. In this study, the independent variables are Organizational Commitment (X1) and Job Satisfaction (X2). The second is the dependent variable, often described as the output, criterion, or consequent variable, which in this case refers to Employee Performance (Y). The third is the intervening variable, a construct that functions as an intermediary connecting the independent and dependent variables, representing the pathway through which the independent variable exerts its indirect influence on the dependent variable. In this research, the intervening variable is Organizational Citizenship Behavior (Z).



Moving to the population and sampling process, the population refers to the generalization area consisting of objects or subjects possessing certain qualities and characteristics determined by the researcher to be studied and from which conclusions are drawn (Sugiyono, 2019). The research population encompassed the entire workforce of PT. Prasida Arta Begja Kamayangan, consisting of 75 personnel excluding the director. The sample, representing a segment of this population sharing equivalent attributes, was established through the employment of a census or saturated sampling method. This approach is utilized when every unit within the population is designated as part of the analytical sample, thereby incorporating all 75 employees, apart from the director, as research participants.

The sampling framework utilized in the present investigation belongs to the non-probability sampling classification, implying that individual members of the population do not possess identical chances of inclusion in the study. More precisely, a saturated sampling strategy was implemented, wherein the entirety of the population was engaged as subjects of empirical observation. As a result, the total sample consisted of 75 employees working at PT. Prasida Arta Begja Kamayangan, excluding the director (Sugiyono, 2019).

In terms of data examination, within the framework of quantitative inquiry, the analytical process is initiated once all responses and relevant data sources have been fully compiled. This process encompasses the organization and classification of data, the systematic presentation of information corresponding to each investigated construct, as well as the execution of statistical computations aimed at resolving the formulated research objectives and testing the hypothesized relationships. To substantiate the findings, the assembled dataset was processed utilizing the SmartPLS application.

The Structural Equation Modeling (SEM) technique was adopted as the principal analytical approach to overcome the inherent constraints of traditional regression methods. Scholars distinguish SEM into two primary paradigms, Covariance-Based SEM (CB-SEM) and Variance-Based SEM, also referred to as Partial Least Squares (PLS). According to Ghazali & Latan (2015), PLS is a powerful analytical method that is distribution-free, meaning it does not require data normality and can be used with various types of data, including nominal, categorical, ordinal, interval, and ratio. PLS applies a bootstrapping method, which randomly resamples the data, thus overcoming the issue of non-normal data distribution.

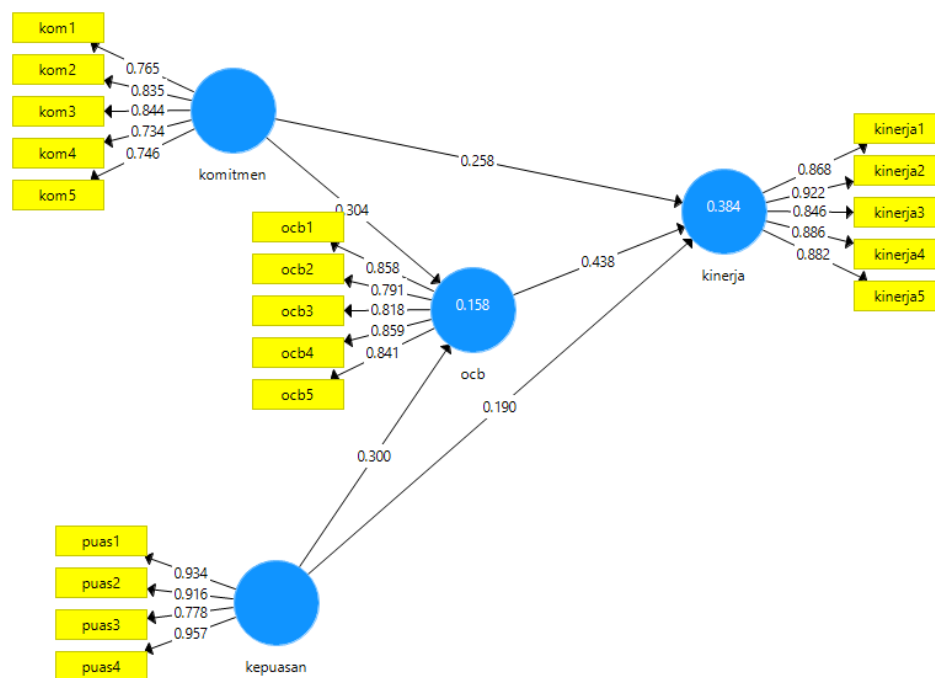
Additionally, as explained by Husein (2015), PLS does not require a minimum sample size, making it suitable for research with smaller samples. As a non-parametric approach, PLS does not assume normal data distribution, allowing researchers to model complex relationships even with limited data. Therefore, the Partial Least Squares method was deemed appropriate for this study to analyze the mediating effects of Organizational Citizenship Behavior on the relationships among organizational commitment, job satisfaction, and employee performance.

## RESULT AND DISCUSSION

This section details the outcomes of the design and development process for the order management system. It covers the system's architectural design, the functional application that was built, and the results of tests conducted to validate its performance.

### Outer Model Evaluation

The appraisal of the measurement construct entails examining the associations established between latent variables and their respective observed indicators. This evaluation procedure is conducted through two sequential phases: the first being the verification of convergent validity (determined by the loading coefficient attributed to each construct), and the second involving the assessment of discriminant validity (evaluated through the composite reliability coefficient or Cronbach's alpha derived from the analytical output). The SmartPLS-generated results are illustrated in Figure 1.



**Figure 1** The SmartPLS output results  
Source: Author's Analysis

#### 1. Convergent Validity

During the assessment of convergent validity via indicator reliability analysis, the standardized loading coefficient serves as the principal reference criterion. This loading coefficient represents the magnitude of the association between each observed indicator and its corresponding latent construct. The findings derived from the outer

loading analysis for all indicators within this research are summarized in Table 1.

**Table 1** Outer Loading Values

Variable	Indicator	Outer Loading
Organizational Commitment (X1)	Organizational Commitment _1	0.765
	Organizational Commitment _2	0.835
	Organizational Commitment _3	0.844
	Organizational Commitment _4	0.734
	Organizational Commitment _5	0.746
Job Satisfaction (X2)	Satisfaction _1	0.934
	Satisfaction _2	0.916
	Satisfaction _3	0.778
	Satisfaction _4	0.957
Organizational Citizenship Behavior (Z)	Organizational Citizenship Behavior _1	0.858
	Organizational Citizenship Behavior _2	0.791
	Organizational Citizenship Behavior _3	0.818
	Organizational Citizenship Behavior _4	0.859
	Organizational Citizenship Behavior _5	0.841
Employee Performance (Y)	Employee Performance _1	0.868
	Employee Performance _2	0.922
	Employee Performance _3	0.846
	Employee Performance _4	0.886
	Employee Performance _5	0.882

**Source:** Author's Analysis

Drawing upon the information summarized in Table 1, the majority of the indicators representing the examined constructs exhibit outer loading coefficients exceeding the threshold value of 0.7. As noted by Ghazali & Latan, (2015) outer loading coefficients ranging from 0.5 to 0.6 are regarded as adequate in fulfilling the criteria for convergent validity. The empirical evidence further demonstrates that none of the indicators possess an outer loading coefficient below 0.5. Consequently, all observed indicators are recognized as valid and appropriate for inclusion in subsequent stages of analysis.

## 2. Discriminant Validity

The assessment of discriminant validity is performed by contrasting the square root of the Average Variance Extracted (AVE) against the inter-construct correlation coefficients. When the square root of the AVE for a given construct surpasses its correlation values with other latent variables within the analytical framework, this condition signifies a satisfactory level of discriminant validity. Moreover, an acceptable AVE magnitude should exceed 0.5 to ensure sufficient construct differentiation.

**Table 2** Discriminant Validity

Variable	AVE
Organizational Commitment	0.618
Job Satisfaction	0.808
Organizational Citizenship Behavior (OCB)	0.695
Employee Performance	0.777

**Source:** Author's Analysis

Drawing upon the information displayed in Table 2, the Average Variance Extracted (AVE) coefficients for the constructs Organizational Commitment, Job Satisfaction, OCB, and Employee Performance all exceed the threshold of 0.5. Such findings suggest that each construct demonstrates satisfactory discriminant validity.

### 3. Composite Reliability

Composite reliability functions as a statistical indicator reflecting the extent to which a measurement framework may be regarded as dependable. Datasets exhibiting a composite reliability coefficient above 0.7 are generally interpreted as highly consistent. The reliability of indicator clusters representing each latent construct can be assessed through two approaches, internal consistency and Cronbach's alpha.

**Table 3** Composite Reliability

Variable	Composite Reliability
Organizational Commitment	0.890
Job Satisfaction	0.944
Organizational Citizenship Behavior (OCB)	0.919
Employee Performance	0.946

**Source:** Author's Analysis

Referring to Table 3, the composite reliability coefficients for Organizational Commitment, Job Satisfaction, OCB, and Employee Performance are all above the 0.7 benchmark. These outcomes indicate that each construct satisfies the composite reliability standards, thereby implying that all measured variables exhibit adequate reliability.

### 4. Cronbach's Alpha

The verification of construct reliability through composite reliability assessment can be further corroborated by examining the Cronbach's alpha coefficients. A construct is deemed internally consistent when its Cronbach's alpha surpasses the threshold of 0.7. The corresponding coefficients for each construct are displayed in Table 4.

**Table 4** Cronbach's Alpha

Variable	Cronbach's Alpha
Organizational Commitment	0.850
Job Satisfaction	0.929
Organizational Citizenship Behavior (OCB)	0.890
Employee Performance	0.928

**Source:** Author's Analysis

From the information presented in Table 4, it is discernible that all constructs exhibit Cronbach's alpha values exceeding 0.7. This finding substantiates that every construct demonstrates adequate internal consistency and fulfills the established reliability requisites of the measurement framework.

### Inner Model Analysis

The appraisal of the structural (inner) model was executed by employing several quantitative diagnostics, including the  $R^2$  coefficient for the endogenous variables, the Stone–Geisser  $Q^2$  statistic for predictive adequacy, as well as t-statistics and significance parameters corresponding to each structural pathway. Within the context of Partial Least Squares (PLS) estimation, the evaluation process initiates with an inspection of the  $R^2$  indices for each endogenous latent construct. Subsequently, the model's predictive capability is scrutinized via the  $Q^2$  coefficient, which quantifies the model's competence in reproducing observed data patterns through its parameter estimations. A positive  $Q^2$  value indicates that the model possesses predictive relevance, whereas a negative  $Q^2$  implies a deficiency in such predictive capacity. In the present study, the model adequacy was further verified using a goodness-of-fit examination, which integrates both the  $R^2$  and  $Q^2$  parameters as diagnostic criteria. Based on the computations performed using SmartPLS 3.0, the following  $R^2$  coefficients were obtained:

**Table 5** R-Square Values

Variable	Adjusted R-Square
Employee Performance	0.358
Organizational Citizenship Behavior (OCB)	0.135

**Source:** Author's Analysis

According to Table 5, the  $R^2$  value for Employee Performance is 0.358, while that for Organizational Citizenship Behavior (OCB) is 0.135. These coefficients signify that 35.8% of the variability in Employee Performance is accounted for by Organizational Commitment and OCB, whereas 13.5% of the variance in OCB is explained by Organizational Commitment and Job Satisfaction.

$$Q\text{-Square} = 1 - [(1 - R^2_1) \times (1 - R^2_2)]$$

$$\begin{aligned}
&= 1 - [(1 - 0,135) \times (1 - 0,358)] \\
&= 1 - (0,865 \times 0,642) \\
&= 1 - 0,555 \\
&= 0,444
\end{aligned}$$

Moreover, the predictive sufficiency of the structural framework was assessed through the  $Q^2$  statistic, which operates analogously to the coefficient of determination in conventional regression analysis. A greater  $Q^2$  magnitude denotes enhanced explanatory strength and a superior model fit. The computed  $Q^2$  value in this investigation equals 0.444, signifying that 44.4% of the total data variance is elucidated by the proposed structural model, while the residual 55.6% pertains to exogenous or unmodeled influences. Consequently, the model can be adjudged to exhibit a robust and acceptable degree of overall fit.

### Hypothesis Testing

Drawing upon the outcomes of the processed dataset, the subsequent analysis was employed to empirically verify the proposed hypotheses. The evaluation of hypotheses was performed by examining the T-statistical coefficients and their corresponding probability (P) values. A hypothesis is deemed statistically substantiated when the T-statistic exceeds 1.96 and the P-value falls below the 0.05 threshold. The empirical findings derived from the inner model estimation are summarized as follows:

**Table 6** T-Statistics Values

No	Relationship	Original Sample	T-Statistics	P-Values
1	Organizational Commitment → Employee Performance	0.258	2.169	0.031
2	Organizational Commitment → OCB	0.304	2.542	0.011
3	Job Satisfaction → Employee Performance	0.190	1.760	0.079
4	Job Satisfaction → OCB	0.300	2.671	0.008
5	OCB → Employee Performance	0.438	3.999	0.000
6	Organizational Commitment → OCB → Employee Performance	0.131	1.990	0.047
7	Job Satisfaction → OCB → Employee Performance	0.133	2.171	0.030

**Source:** Author's Analysis

1. The Influence of Organizational Commitment on Employee Performance at PT. Prasida Begja Kamayangan  
**H<sub>0</sub>:** Organizational Commitment does not have a significant effect on Employee Performance at PT. Prasida Begja Kamayangan.  
**H<sub>a</sub>:** Organizational Commitment has a significant effect on Employee Performance at PT. Prasida Begja Kamayangan.



Based on Table 4.10, the t-statistics value is  $2.1692 > 1.96$ , and the p-value is  $0.031 < 0.05$ , indicating that  $H_0$  is rejected and  $H_a$  is accepted. This means that Organizational Commitment significantly affects Employee Performance at PT. Prasida Begja Kamayangan.

2. The Influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) at PT. Prasida Begja Kamayangan

**$H_0$ :** Organizational Commitment does not have a significant effect on OCB at PT. Prasida Begja Kamayangan.

**$H_a$ :** Organizational Commitment has a significant effect on OCB at PT. Prasida Begja Kamayangan.

Based on Table 4.10, the t-statistics value is  $2.542 > 1.96$ , and the p-value is  $0.011 < 0.05$ , meaning that  $H_0$  is rejected and  $H_a$  is accepted. This indicates that Organizational Commitment significantly affects OCB at PT. Prasida Begja Kamayangan.

3. The Influence of Job Satisfaction on Employee Performance at PT. Prasida Begja Kamayangan

**$H_0$ :** Job Satisfaction does not have a significant effect on Employee Performance at PT. Prasida Begja Kamayangan.

**$H_a$ :** Job Satisfaction has a significant effect on Employee Performance at PT. Prasida Begja Kamayangan.

Based on Table 4.10, the t-statistics value is  $1.760 < 1.96$ , and the p-value is  $0.079 > 0.05$ , indicating that  $H_0$  is accepted and  $H_a$  is rejected. This means that Job Satisfaction does not have a significant effect on Employee Performance at PT. Prasida Begja Kamayangan.

4. The Influence of Job Satisfaction on Organizational Citizenship Behavior (OCB) at PT. Prasida Begja Kamayangan

**$H_0$ :** Job Satisfaction does not have a significant effect on OCB at PT. Prasida Begja Kamayangan.

**$H_a$ :** Job Satisfaction has a significant effect on OCB at PT. Prasida Begja Kamayangan.

Based on Table 4.10, the t-statistics value is  $2.671 > 1.96$ , and the p-value is  $0.008 < 0.05$ , meaning that  $H_0$  is rejected and  $H_a$  is accepted. This result indicates that Job Satisfaction significantly affects OCB as an intervening variable at PT. Prasida Begja Kamayangan.

5. The Influence of Organizational Citizenship Behavior (OCB) on Employee Performance at PT. Prasida Begja Kamayangan

**$H_0$ :** OCB does not have a significant effect on Employee Performance at PT. Prasida Begja Kamayangan.

**$H_a$ :** OCB has a significant effect on Employee Performance at PT. Prasida Begja Kamayangan.

Based on Table 4.9, the t-statistics value is  $3.999 > 1.96$ , and the p-value is  $0.000 < 0.05$ , showing that  $H_0$  is rejected and  $H_a$  is accepted. This

indicates that OCB has a significant effect on Employee Performance at PT. Prasida Begja Kamayangan.

6. The Influence of Organizational Commitment on Employee Performance through Organizational Citizenship Behavior (OCB) as an Intervening Variable at PT. Prasida Begja Kamayangan

**H<sub>0</sub>:** Organizational Commitment does not have a significant effect on Employee Performance through OCB as an intervening variable at PT. Prasida Begja Kamayangan.

**H<sub>a</sub>:** Organizational Commitment has a significant effect on Employee Performance through OCB as an intervening variable at PT. Prasida Begja Kamayangan.

Based on Table 4.10, the t-statistics value is  $1.990 > 1.96$ , and the p-value is  $0.047 < 0.05$ , indicating that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. This shows that Organizational Commitment significantly affects Employee Performance through OCB as an intervening variable at PT. Prasida Begja Kamayangan.

7. The Influence of Job Satisfaction on Employee Performance through Organizational Citizenship Behavior (OCB) as an Intervening Variable at PT. Prasida Begja Kamayangan

**H<sub>0</sub>:** Job Satisfaction does not have a significant effect on Employee Performance through OCB as an intervening variable at PT. Prasida Begja Kamayangan.

**H<sub>a</sub>:** Job Satisfaction has a significant effect on Employee Performance through OCB as an intervening variable at PT. Prasida Begja Kamayangan.

Based on Table 4.10, the t-statistics value is  $2.171 > 1.96$ , and the p-value is  $0.030 < 0.05$ , meaning that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. This result indicates that Job Satisfaction significantly affects Employee Performance through OCB as an intervening variable at PT. Prasida Begja Kamayangan.

## CONCLUSION

Drawing from the empirical results concerning the effects of organizational commitment and job satisfaction on employee performance, with Organizational Citizenship Behavior (OCB) serving as the mediating construct at PT. Prasida Arta Begja Kamayangan, several inferences can be formulated. The analysis confirms that organizational commitment exerts a statistically significant influence on employee performance within the organization. Moreover, organizational commitment demonstrates a notable positive impact on OCB. In contrast, job satisfaction does not directly exert a meaningful effect on employee performance; however, it significantly contributes to the enhancement of OCB as a mediating

variable in the organizational context. Furthermore, OCB itself plays a pivotal role in shaping employee performance, reflecting its function as a behavioral bridge linking attitudinal and performance-related dimensions. Additionally, organizational commitment indirectly influences employee performance through OCB, underscoring the mediating relevance of citizenship behavior. Likewise, job satisfaction exerts an indirect yet significant impact on employee performance via OCB, reaffirming the mediating mechanism present in the model established for PT. Prasida Arta Begja Kamayanan.

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