

# **The Role of Organizational Citizenship Behavior In Mediating The Effect of Employee Satisfaction, Organizational Commitment And Employee Engagement on Employee Performance (Study in *Baitul Maal Wa Tamwil* East Java)**

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## **Abstract**

*The study is aimed at investigating the role of organizational citizenship behavior in mediating the effect of employee satisfaction, organizational commitment and employee engagement on employee performance at BaitulMaalWaTamwil (BMT) East Java. The data was collected with a questionnaire distributed to 134 proportional samples of 446 BMT in East Java Indonesia. The method of analysis used is descriptive analysis with Structural Equation Model (SEM), approach to analysis of Moment Structure (AMOS). The result revealed that the employee satisfaction, organizational commitment and employee engagement have a positive and significant effect on employee performance. Finally, organizational citizenship behavior mediates the relationship of employee satisfaction, organizational commitment and employee engagement and employee performance.*

**Keywords:** *Employee Satisfaction, Organizational Commitment, Employee Engagement, Employee Performance, Organizational Citizenship Behavior.*

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## **I. Introduction**

In the industry era 4.0 of an organization, it is demanded to have in-depth knowledge about employees, because employees are the main element in the organization, the determinant of group effectiveness and organizational effectiveness (Bagyo, 2016). The role of employees at this time is seen as partners, as the largest asset of an organization because the biggest share of the development of an organization, especially aspects of human resources are determined, namely employees, who function individually or in groups. Employees have different attitudes when carrying out tasks. Management can measure employees based on performance. Performance is a balance between findings achieved from work that is a function of the interaction between abilities, motivation and opportunities in this audience (Robbins, 1996) and one's attitude (Sofa, 1999).

Attitudes can be in the form of job satisfaction, commitment, employee engagement and organizational risk management. Job satisfaction is created to improve employee performance (Bakan et al 2014). Job satisfaction reveals a number of matches between one's expectations and the reality of the work being done. Someone is encouraged to move because he hopes it brings a more satisfying situation than the current situation. Job satisfaction, according to Inuwa (2016), may include the assessment of workers about how far the work as a whole meets the needs.

Efforts to increase performance and reduce costs by increasing employee attitudes and behavior and job satisfaction affect performance. (Khan et al. 2014), Lianasari et. al (2017). While (Organ, 1988), looking at the form of behavior that is individual choices and initiatives, in the aggregate to increase organizational effectiveness. Research by Cendani et al (2015), Oktavia and Laily (2017) shows that job satisfaction also affects Organizational Citizenship Behavior (OCB) and OCB has implications for company performance. OCB is influenced by organizational commitment shown by Indaryati (2012), Khan et al. (2014) and Irvans (2017).

Employees who have a high commitment in implementing work will increase OCB, so employees will always work without knowing time, work and work with their work goals (Irhas, 2017). Moreover, organizational commitment positively influences employee performance. Organizational commitment is interpreted as a desire not to move to another organization because it feels the organization is meritorious, thereby encouraging a strong willingness to perform higher and contribute more to the organization. Committed employees will have the desire to provide more energy, thought, and responsibility in increasing the welfare and success of the organization. The success of an organization is inseparable from the role of the employees

involved in it, because with a good commitment the level of productivity and quality of work will increase, and will ultimately support the achievement of organizational goals (Lianawati, 2017 and Indayati, 2012). OCB affects employee performance. Employees who have OCB get appreciation and appreciation, so that employees can increase performance. Successful organizations need employees who will do more than just the ordinary work of employees. In the dynamic world of work as it is today, tasks are increasingly being done in teams, so flexibility is very important. The organization really needs employees who can perform OCB well, such as helping other employees in the team and volunteering to do extra work.

Seeing many factors that can affect employee effectiveness or performance, this research focuses on individual factors. Experience, attitude, and motivational style, the nature of Openness to experience are the personality trait obvious to be imaginative, appreciative, and sensitive. This dimension is the basis of personality, which is most important to see individual differences in terms of emotional, interpersonal (Wiggins, 1996). Employee involvement is the extent to which employees feel passionate about their work. Seeing the many factors that can affect employee effectiveness or performance, this research focuses on individual factors. Experience, attitude, and motivational style, the nature of Openness to experience is the personality trait that is imaginative, appreciative, sensitive. This dimension is the basis of personality, which is most important to see individual differences in terms of emotional, interpersonal (Wiggins, 1996). Employee involvement is the extent to which employees feel passionate about their work, committed to the organization, and doing discretionary efforts in their work (Kesari, et al. 2017). Seeing the many factors that can affect the effectiveness or performance of employees, this research focuses on Employee engagement as an attitude to think and act for the organization to be better, even though the work they do is not written in the Job Description they have to do. The success of an industry is not only determined by the behavior of employees determined according to the job description, but also the behavior of employees who are outside the job description. OCB, namely free and explicit individual behavior, receives an award from the formal reward system, and overall encourages the effectiveness of organizational functions. Cendani and Tjahjarningsih's (2015) research findings found that employee engagement influences OCB, focusing on individual factors. Experience, attitude, and motivational style, the nature of Openness to experience is the personality trait that is imaginative, appreciative, sensitive. This dimension is the basis of personality, which is most important to see individual differences in terms of emotional, interpersonal (Wiggins, 1996). Employee involvement is the extent to which employees feel passionate about their work, committed to the organization, and doing discretionary efforts in their work (Kesari, et al. 2017).

This research develops and integrates research on employee performance conducted by Cendani and Tjahjarningsih (2015), namely the effect of employee engagement and working capital on employee performance, and research by Oktavia and Laily (2017) and Irhas et al. (2017) namely the effect of job satisfaction on performance, Khan et al. (2014) and Lianasari et al. (2017): the effect of job satisfaction and employee engagement on performance, as well as the research of Indayati et al. (2012) and Andreyaw (2017): the effect of organizational commitment on performance and the effect of organizational citizenship behavior on performance (Mallick, 2018). One thing that needs to be developed with the knowledge of researchers is that research has not been found that puts organizational citizenship behavior as an intervening variable from the relationship of the variables of the results of previous studies.

Based on the background above, employee performance research produced from OCB, which is influenced by job satisfaction, organizational commitment and employee involvement. For the purposes of hypothesis testing, research was conducted at Baitul maal Wa Tamwil in East Java, which currently plays a role as part of an economic strengthening institution for micro and small businesses (MSEs) that generally have difficulty in obtaining capital from banks. BMT is a nonbank Islamic microfinance institution that has two main activities, namely: first, as bait al-mal, recipient and manager of zakat, infaq and alms (ZIS) from the public to be distributed to those who are entitled to receive (mustahiq) and make productive use others are effective for supporting the welfare of the people, especially the weak (dhu'afa '). Second, as Bayt al-Tamwil whose economic activities with the main activity providing free financing from usury of micro and small business actors in the form of, among others, mudharabah, musharakah, murabahah and others.

## **II. Literature Review**

Performance is the target and objective of an activity designed "... the achievements of results, the outcomes (ends) to purposeful activities (means) are directed" (Sofa, 1999). Gibson et al. (1996) employee performance is a measure that can be used to determine the comparison of the findings of task implementation, the responsibilities given by an organization within a certain period and can be used relatively to measure work performance or organizational performance. In the last decade the attention of organizations to the performance (job performance) employees received very broad support, as something that must be achieved, increased and developed. According to Gal (2006) performance can be divided into two: 1) In-Role-Performance and 2) Extra-Role-Performance. The first, namely the performance requested by the job description, employees are asked to

achieve it and can be pressured by superiors to achieve maximum findings. Performance becomes Second, namely performance that is not demanded by the system, is defined as employee social behavior because of interaction and interdependence among employees in the company. Extra-Role-Performance is a concept of organizational citizenship behavior (OCB). This means there is social interaction and interdependence between employees and the organization. Such conditions require the fulfillment of social needs, the needs of affiliates, commonly called "social needs".

OCB consists of uncontrolled contributions, but comes from a person's conscience to do something related to work, which can be: willingness to help, for example: telling new employees about important information; honest, polite, for example: efforts to prevent unwanted problems by reminding them beforehand; loyal friend, for example: helps prevent stress and frustration. Involvement, for example: involvement in the process, offering opinions, suggestions, communicating with colleagues; and respecting organizational rules and policies, for example: attendance, punctuality, and so on. the goals and objectives of an activity designed "... the achievements of results, the outcomes (ends) to which purposeful activities (means) are directed" (Sofa, 1999). Gibson et al. (1996) employee performance is a measure that can be used to determine the comparison of the findings of task implementation, the responsibilities given by an organization within a certain period and can be used relatively to measure work performance or organizational performance. In the last decade the attention of organizations to the performance (job performance) employees received very broad support, as something that must be achieved, increased and developed. According to Gal (2006) performance can be divided into two: 1) In-Role-Performance and 2) Extra-Role-Performance. The first, namely the performance requested by the job description, employees are asked to achieve it and can be pressured by superiors to achieve maximum findings.

The work is expected to be in accordance with the wishes of the organization or in accordance with standards set by the organization. If the work findings are far from organizational standards, it means that there is a gap between individual performance and organizational performance. Organizational managers always try to how the gap is not widened, but rather narrowed so that individual performance can contribute high to the achievement of organizational performance. In an effort to improve individual performance, Sofa (1999) describes a model of improving individual performance in organizations as shown in Figure 1, means (means) that is everything that is part of the system process other than competence. The organization must fulfill all needs related to work facilities so that the work can be done well. Inadequate or incomplete facilities can make employee work findings not optimal. In addition, Robbins (2006) stated that employee performance is a function of the interaction between abilities, motivation and opportunity. Performance appraisal aims to reward past performance (to reward past performance) and to motivate future performance improvement (to motivate future performance improvement) (Gomes, 1995). Information obtained from performance appraisals can be used for the purpose of providing salary, salary increases, promotions, training, and placement on certain tasks.

Performance is a comparison between work performance, which is a comparison between work findings and expected standards (Dessler, 2005). According to this definition, performance focuses on the work findings. According to Siagian (2005), performance is a universal concept which is the operational effectiveness of employees, parts of the organization and sections based on established standards and criteria. According to Robbins (2006), there are six indicators to measure employee performance individually, namely quality, quantity, timeliness, effectiveness, independence and work commitment. Quality of work is measured by employee perceptions of the quality of work produced and the perfection of task skills and abilities of employees. Quantity is the amount produced in a form such as the number of units, the number of activity cycles completed. Timeliness is the level of activity completed at the beginning of the specified time, viewed from the perspective of coordination with the findings of the output and maximizing the time available for other activities. Effectiveness, namely the level of use of organizational resources (energy, money, technology, raw materials) is maximized with the aim of increasing the findings of each unit in the use of resources. Independence is the level of an employee who will be able to carry out their work functions. Work commitment is the level at which the employee has a work commitment to the agency and employees' responsibilities to the office

Robbins (2006) argues that employee performance is a function of the interaction between abilities, motivation, and opportunity. One factor that can increase employee performance is job satisfaction, because it can affect employee work output. OCB is influenced by job satisfaction, job satisfaction, namely the positive attitude of employees at work, which arises based on an assessment of the work situation. Besides OCB's job satisfaction is also influenced by organizational commitment, the more comfortable the more employees work based on one's commitment to the organization, so that it has an impact on improving OCB behavior (Widayanti and Farida, 2016) and Irhas et al. (2017) organizational commitment influences OCB. OCB is also influenced by employee engagement which aims at the most basic of developing human resources in a company. Employee engagement makes employees not only encourage employees to think about their own success, but also the success of the company where they work. Cendani and Tjahjaningsih (2015) and Fauziridwan et al (2018) prove that employee engagement influences OCB. Based on the description, the hypothesis is stated as follows:

H1: Job satisfaction, organizational commitment, and employee engagement influence OCB.  
H2: Job satisfaction, organizational commitment, employee engagement affects employee performance

Cendani and Tjahjaningsih's research (2015) and Lestari and Ghaby (2018) prove that OCB influences performance. Based on the description, the hypothesis can be formulated as follows:

H3: OCB influences employee performance

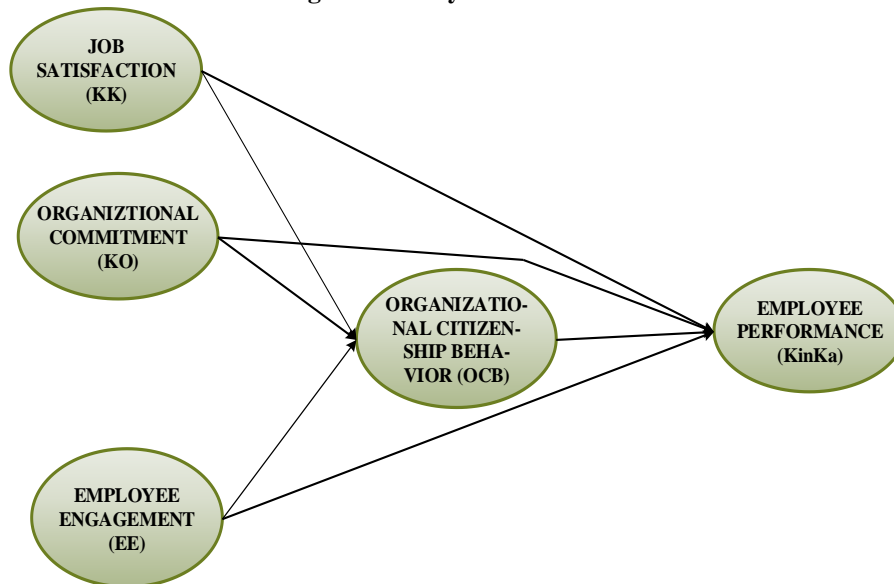
Khan et al. (2014), and Lianasari et al. (2017) states that employee performance is influenced by job satisfaction. Cendani and Tjahjaningsih's (2015) research findings prove that organizational commitment directly and indirectly influences employee performance. Indayati et al. (2012), Employee engagement influences employee performance. The increased job satisfaction, organizational commitment and employee engagement will increase employee performance, especially as OCB is increased, and it will contribute greatly to improving employee performance (Cendani and Tjahjaningsih, 2015, Lianasari et al., 2017). Based on the description above, the hypothesis in this research is as follows:

H4: Job satisfaction, organizational commitment and employee engagement on employee performance passes OCB.

The analytical framework of this study is show at figure 1 below.

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**Figure 1. Analytic Framework**



### III. Research Methods

This is a descriptive quantitative research type with aims to describe the characteristics of the object conducted collection and analysis of quantitative data and statistical test for used to provide explanatory information to get valid result. This research used explanatory research to explain relationship between the researched variables. **The research is The Role of Organizational Citizenship Behavior in Mediating the Effect Of Employee Satisfaction, Organizational Commitment And Employee Engagement On Employee Performance (Study in Baitul Maal Wa Tamwil East Java).**

For the purposes of hypotheses testing, a good sample is justified around 100-200 (Ferdinand, 2005). Then, the sample is set as many as 200 employees as respondents, taken with the technique used by random sampling. Of the 200 respondents, 134 employees returned the questionnaire and 134 employees could be analyzed for completeness.

#### 1. Data sources and Types

This research uses primary data form field research and collected with observations and Questionnaires. Observation is a technique to collect data based on observations to use the eyes or ears directly without standardized tools. This data collection is intended to know thoroughly the actual situation of studied object. The observation focused on predetermined indicators of Organizational Citizenship Behavior, Employee Satisfaction, Organizational Commitment, Employee Engagement and Employee Performance variables.

#### 2. Research Instruments Testing

The instrument used as a tool to collect data in this research is in the form of a questionnaire or a list of



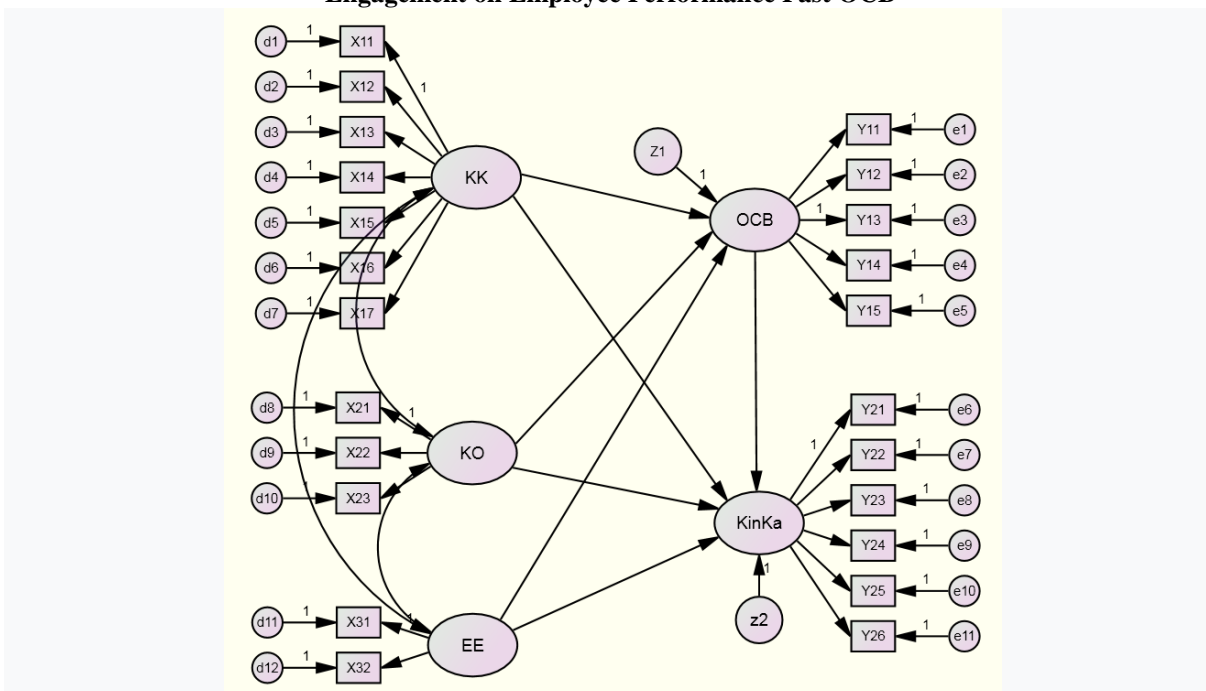
written questions. Questions are made in the form of statements and scales to express responses, which will be filled in by respondents. The way to fill it is by crossing the selected answer, the answer to the questionnaire is based on a Likert scale with a score of 1 (STS) to 5 (SS). The list of statements is made based on definitions of concepts, variables and indicators that can be measured the instrument used as a tool to collect data in this research is in the form of a questionnaire or a list of written questions. Questions are made in the form of statements and scales to express responses, which will be filled in by respondents. The way to fill it is by crossing the instrument to be used properly in this research, it will be tested to determine the validity (reliable) and reliability (trustworthy). Namely with a trial of 30 respondents. If the instrument is valid and reliable it will be distributed to all respondents. The selected answers, the answers to the questionnaire are based on a Likert scale with a score of 1 (STS) up to 5 (SS). The list of statements is made based on definitions of concepts, variables and indicators that can be measured

In the case of reliability test, it is necessary to do to measure the constancy or consistency and stability of a score or the measurement findings of an instrument against the same data at different times. A measuring instrument is said to be consistent if used repeatedly will provide consistent findings. The instrument reliability test was performed using the Cronbach Alpha coefficient. The findings of Cronbach's Alpha values were compared with 0.6. The statement item in an instrument is stated to be reliable if the Chronbach's Alpha value is more than 0.6 (Ghozali, 2006). SPSS results have shown more than 0.6

#### IV. Data Analysis Methods

The analytical aid used in research is Structural Equation Modeling (SEM), processing using the AMOS 18 program, To make a complete model, the following steps need to be carried out (Ghozali, 2008; Ferdinand, 2005), namely: 1) Development of theory-based models, 2) Development of path diagrams to show causality. To analyze the causality relationship and the effect of job satisfaction, organizational commitment and employee engagement on employee performance through OCB will be tested using SEM analysis. SEM analysis model to test the factor loading and regression weight influence on job satisfaction, organizational commitment and employee engagement, on employee performance through OCB, can be seen in Figure 2

**Figure 2: Analysis Model the Effect of Job Satisfaction, Organizational Commitment, Employee Engagement on Employee Performance Past OCB**



Information:

e: measurement error for endogenous variable indicators

d: measurement error for exogenous variable indicators

$\beta$  (beta): direct relationship of exogenous variables to endogenous variables

z: error in the equation, which is between an exogenous or endogenous variable and an endogenous variable

Job Satisfaction (KK)

X11 = Fill in the work

X12 = Supervision  
X13 = Organization and management  
X14 = Opportunity to advance  
X15 = Salary  
X16 = Co-worker  
X17 = Conditions of work

Organizational Commitment (KO)

X21 = Acceptance  
X22 = Willingness  
X23 = Maintain

EE (Employee engagement)

X31 = Emotionally engaged  
X32 = Cognitively engaged

OCB (Organizational Citizenship Behavior)

Y11 = Altruism  
Y12 = Countesy  
Y13 = Civic virtue  
Y14 = Sportsmanship  
Y15 = Conscientiousness

KinKa (Employee performance)

Y21 = Quality  
Y22 = Quantity  
Y23 = Timeliness  
Y24 = Effectiveness  
Y25 = Independence  
Y26 = Work commitment

1) Convert a path diagram into an equation

After a theoretical model is developed and illustrated in a path diagram, researchers can convert the model specifications into a series of equations. The equations in SEM are essentially divided into two parts.

a) The measurement model equation (measurement model / factor loading). In that specification the researchers determine which variables measure which constructs, and determine a series of matrices that show correlations hypothesized between constructs or variables.

b) Equation of structural models (structural models). This equation was formulated to express causality between various constructs. Structural equations are basically built with the following guidelines:

$$\text{Endogenous Variables} = \text{Exogenous Variables} + \text{Error}$$

*Structural Model*

a) Models that explain the effect of job satisfaction, organizational commitment, and employee engagement on OCB:  $OCB = \beta_1 KK + \beta_2 KO + \beta_3 EE$

b) Models that explain the effect of job satisfaction, organizational commitment, and employee engagement on employee performance:

$$\text{KinKa} = \beta_1 KK + \beta_2 KO + \beta_3 EE$$

c) Structural equations that explain the direct influence of OCB on employee performance

$$\text{KinKa} = \beta_7 OCB$$

d) Convergent Validity and Construct Reliability

*Convergent Validity*

The validity of the model is measured using convergent validity which can be assessed from the measurement model developed and significant correlation shows that the indicators for each variable are valid and can actually be used to measure the variable to be measured, in other words the instrument used is valid, meaning The instrument can be used in research and is precisely used to measure variables of job satisfaction, organizational commitment, employee engagement, OCB and employee performance.

Evaluation of Goodness of fit Criteria is the first step in evaluating the model that has been produced in SEM analysis which has been the fulfillment of the assumptions in SEM. The sample size is fulfilled in SEM modeling which is a minimum of 100 and a maximum of 200 samples. Evaluation of normality is done by using the criteria for the ratio of skewness value of  $\pm 2.58$  at a significance level of 0.01. Data can be concluded to have a normal distribution if the value of the criteria for the ratio of skewness value is below the absolute price of 2.58 (Ghozali, 2012). Outliers are observations that arise with extreme values both univariate and multivariate, that is, that arise because of a combination of their unique characteristics. Special care can be held by outliers only known how it appears outliers.

Multivariate outlier detection was carried out in relation to the Mahalanobis distance value, a criterion used that is if the Mahalanobis distance value is less than Chi-square with a degree of freedom from the number of indicators at a significance level of 0.001, it was concluded that there were no multivariate outliers (Ghozali, 2012; Ferdinand, 2005).

Multicollinearity can be detected from the determinant of the covariance matrix. The determinant value of a very small covariance matrix indicates that there is a multicollinearity problem. In general, SEM computer programs have provided warning facilities, whenever there is an indication of multicollinearity or singularity. If a message appears, the data used must be checked again to find out if there is a linear combination of the analyzed variables. The action that can be taken is removing the singularity-causing variable. If singularity and multicollinearity are found in the data released, one of the treatments that can be taken is to create composite variables, then use them in the next test.

## **V. Research Results and Discussion**

Data analysis was done descriptively first to obtain a description of trends or trends in respondents' assessment of research variables including employee performance, OCB, job satisfaction, organizational commitment and employee engagement, then frequency distribution and calculation of the mean of the number of respondents' answers.

### **1. Results**

#### **a. Job Satisfaction Description**

The average score of the job content indicator of 4.22 shows that employees tend to strongly agree on the work assigned according to ability and employees can complete the work according to standard time. An average score of 4.24 shows that employees tend to strongly agree that supervision is implemented based on the SOP. An average score of a supervision indicator of 4.22 shows that employees tend to strongly agree that supervision is implemented based on the SOP and employees are spurring to work better. An average score of 4.40 shows that employees tend to strongly agree that top management provides solutions to work problems. organizational and management indicators of 4.33 show that employees tend to strongly agree that top management provides solutions to work problems and job descriptions that clearly support work. The average score of the opportunity indicator to progress by 4.27 shows that employees tend to strongly agree that the Position Promotion Method in BMT encourages morale and that every employee gets the same opportunity to be promoted. The average salary indicator score of 4.22 shows that employees tend to strongly agree that the opinion received meets the needs and incentives provided by BMT according to workload. employees tend to strongly agree that employees can comfortably work in teams and that there are coworkers who can get work done on time.

#### **b. Commitment Organizational Description**

Overall the average organizational commitment score of 4.18 which means that employees tend to answer strongly agree organizational commitment is formed from acceptance, willingness and maintenance. The biggest contribution to the formation of organizational commitment that is willingness reflected from employees will feel the loss when leaving BMT.

#### **c. Employee Engagement Variable Description**

The whole average of employee engagement scores are 4.09 indicating that the employees tend to take an idea of high agreement that employee engagement is set up under the emotionally engaged and the cognitively engaged. The potential contribution to the employee engagement drive is the cognitively engaged indicated with the advantages of theirs in learning and well growing at the workplace.

#### **d. OCB Variable Description**

Overall the average Employee Engagement score is 4.09 which means that employees tend to strongly agree that Employee Engagement is formed from emotionally engaged and cognitively engaged. The main contribution of the formation of employee engagement is cognitively engaged reflected in employees having the advantage to learn and grow in the work environment

**e. Individual Performance Variable Description**

The average employee performance score of 3.91, which means that employees tend to answer agree that employee performance is formed from quality, quantity, timeliness, effectiveness, independence and work commitment. The biggest contribution to forming employee performance is work commitment, which is reflected by employees willing to work overtime if the work is not finished.

**f. HYPOTHESES TEST**

The results of hypothesis testing can be presented in Figure 3 as follows:

**Figure 3.** The Effect of Job Satisfaction, Organizational Commitment and Employee Engagement on Performance through OCB

	Variable			Coefficient			P value	Decision on Hypothesis
	Eksogen	Inter-vening	Endo- gen	Direct	Indirect	Total		
H <sub>1</sub>	Job satisfaction	OCB	-	0,252	-	-	0,022*	Tested
	Organizational Commitment	OCB	-	0,465	-	-	0,003*	Tested
	Employee engagement	OCB	-	0,411	-	-	0,005*	Tested
H <sub>2</sub>	Job satisfaction	-	Employee performance	0,534	-	-	0,006*	Tested
	Organizational Commitment	-	Employee performance	0,111	-	-	0,031*	Tested
	Employee engagement	-	Employee performance	0,543	-	-	0,013*	Tested
H <sub>3</sub>	OCB	-	Employee performance	0,009	-	-	0,039*	Tested
H <sub>4</sub>	Job satisfaction	OCB	Employee performance	0,534	0,002	0,536	-	Tested
	Organizational Commitment	OCB	Employee performance	0,111	0,004	0,115	-	Tested
	Employee engagement	OCB		0,543	0,004	0,547	-	Tested

**1) First Hypothesis Testing**

Hypothesis one states that job satisfaction, organizational commitment and employee engagement influence OCB. Figure 3 shows that the variable job satisfaction, organizational commitment and employee engagement has a critical ratio value (CR) greater than 2 and a p-value less than 0.05 with a standardized regression weight of job satisfaction of 0.252, organizational commitment of 0.465 and employee engagement amounted to 0.411. These findings indicate that the variable job satisfaction, organizational commitment and employee engagement has a positive and significant effect on OCB. The first hypothesis is statistically tested

**2) Second Hypothesis Testing**

Hypothesis two states that job satisfaction, organizational commitment and employee engagement significantly influence employee performance. Table 15 shows that the variable job satisfaction, organizational commitment and employee engagement has a CR value greater than 2 and a p-value less than 0.05 with a standardized regression weight of job satisfaction of 0.534, organizational commitment of 0.111 and employee engagement of 0.543. These findings indicate that the variable job satisfaction, organizational commitment and employee engagement has a positive and significant effect on employee performance. The second hypothesis is statistically tested.

**3) Third Hypothesis Testing**

The third hypothesis states that OCB has a significant effect on employee performance. Table 15 shows that the OCB variable has a CR value greater than 2 and a p-value less than 0.05 with a OCB standardized regression weight of 0.009. these findings indicate that OCB variables have a positive and significant effect on employee performance, thus the third hypothesis is statistically tested.

**4) Fourth Hypothesis Testing**

The fourth hypothesis states that job satisfaction, organizational commitment and employee



engagement affect employee performance through OCB. Based on Table 15, the analysis findings show that OCB has the status as an intervening variable that can mediate the job satisfaction variable, because the value of the total effect is greater than the direct effect. OCB has the status as an intervening variable that can mediate organizational commitment variables on employee performance, because the total value of influence is greater than the direct effect. OCB has the status as an intervening variable that can mediate employee engagement variables on employee performance, because the value of total influence is greater than direct influence, with the fourth hypothesis being statistically tested.

## **VI. Discussion**

### **a. Description of Job Satisfaction, Organizational Commitment, and Employee Engagement, OCB and Employee Performance**

#### **1) Job satisfaction**

Job satisfaction is formed from job content in the form of work assigned according to ability and employees are able to complete work according to time standards, supervision, organization and management, opportunities for advancement, salary, coworkers and working conditions. The biggest contribution to the formation of job satisfaction is that top management provides a solution to deal with work problems faced by employees and a clear job description is available so that employees at work already know what tasks they have to do according to workload. With incentives, employees will be more productive and maintain productivity. Job satisfaction results from employee perceptions of how well the company's work provides what is considered important in relation to responsibility, interest and growth. As with the Rivai (2006) concept, job satisfaction is the assessment of workers about how far the work as a whole meets the needs.

#### **2) Organizational Commitment**

Organizational commitment is formed from acceptance, willingness and maintenance. The biggest contribution to the formation of organizational commitment that is willingness is reflected in the attitude of employees who are salaam, which is full of safety, peace and prosperity and adheres to the basic principles of BMT are: a. Ahsan (best quality work), thayyiban (most beautiful), ahsanu'amala (satisfying all parties), and in accordance with salaam values: safety, peace and well-being. b. Barokah, means effective, effective, and fully responsible to the community. c. Spiritual Communication, (strengthening the value of Ruhiah). d. Democracy, participation, and inclusiveness (Haykal, 2010). This finding is in accordance with the concept of Porter et al. (1974) organizational commitment, that is, the relative strength of an individual towards an organization and its involvement in the organization.

#### **3) Employee engagement**

Employee Engagement is formed from emotionally engaged and cognitively engaged. The main contribution to the formation of Employee Engagement, Emotionally engaged, is reflected in the respondents knowing what is expected from work. Employee engagement is one of the factors that support the creation of optimal effectiveness and performance in an organization. Employees who have engagement will implement roles in the company and work and express physically, cognitive and emotionally while working in the company. As the concept of Khan (1990) that employee engagement is in accordance with the individual who implements the role of work, work and express themselves physically, cognitively and emotionally while working.

#### **4) OCB**

OCB is formed from altruism, courtesy, civic virtue, sportsmanship and conscientiousness. The biggest contribution to the formation of OCB, which is courtesy, is reflected by the respondent following changes and developments in the organization. Employees who have high OCB has work findings that are in accordance with the wishes of the organization or in accordance with the standards set by the organization. This shows how important OCB is in the organization manifested in the behavior of helping others, volunteering for extra tasks, complying with the rules and procedures at work and namely the added value of organizational members and that is one form of pro social behavior, that is positive, constructive, and meaningful social behavior that helps. As the concept of Organ (1988) that OCB is a form of behavior that is individual choices and initiatives, not related to the organization's formal reward system but in the aggregate increase organizational effectiveness

#### **5) Employee performance**

Employee performance is formed from quality, quantity, timeliness, effectiveness, independence and work commitment. The biggest contribution to forming employee performance is that the quantity is reflected in the completed workload. Performance is an achievement achieved by employees in implementing tasks or jobs, in accordance with the standard criteria set in the job. Employee performance emphasizes more on work findings achieved by employees in a certain size and time. As Robbins's (2006) concept states that employee

performance is a function of the interaction between ability, motivation and opportunity.

#### **b. Effect of Job Satisfaction, Organizational Commitment and Employee Engagement and OCB as Intervening variable**

Job satisfaction and OCB indicate that the higher employee satisfaction, the employee will show the best performance. If the company always carries out a system of trust and payment of bonuses and benefits, there will be a good relationship between friends and colleagues, the attitudes of superiors who are always motivating, all physical work environment that is conducive to work. The impact is, employees will work as well as possible and always try to give their best performance to customers. This shows that the employee's performance is high. The results of this research support the research. OCB is the willingness to perform tasks outside the main task or the willingness to perform tasks outside the duties or formal roles that have been determined without official requests and rewards from the organization. The research findings are in line with Widayanti and Farida (2016), Oktavia and Laily (2017), and Fauziridwan et al (2018) which states that job satisfaction influences OCB.

Commitment plays a role in raising OCB. Employees who are highly committed to the company tend to have better performance and will also stay longer in the company. Recognizing the importance of organizational commitment, employee commitment to the organization needs to be developed. Organizational support to increase organizational commitment also influences employees' positive attitudes and behaviors towards the organization. Organizational support can pass through positive treatment for employees, such as appreciation, treatment of leaders, job characteristics or work atmosphere. The success of an organization is inseparable from the role of the employees involved in it, because with a good commitment the level of productivity and quality of work will increase, and ultimately will support the achievement of organizational goals. The committed employees have high work loyalty. They will work as optimal as possible to achieve good performance. In addition, companies or organizations must be able to build trust, where trust is a way to create commitment. Employee trust will not be obtained if the employee is only treated as one of the factors of production, not as the main asset of the company. In addition, employees do not feel part of the organization if they are not valued by the organization. The findings of this research are in line with Widayanti and Farida (2016) and Irhas et al. (2017) which states that organizational commitment influences OCB.

Employee engagement influences OCB, which means that the better employee engagement that employees have can increase OCB. Employee engagement indicators that provide the biggest contribution to OCB improvement, namely emotionally engaged reflected in knowing what is expected from work, helping colleagues who need help, completing work well, making people in the work environment support individual development, provide input in meetings middle level Management and mission and goals make the work important. Employees who have engagement will express themselves physically, cognitively and emotionally while working. Dedication is related to feeling involved in work, feeling meaningful, enthusiastic, and proud. This research finding is in line with Cendani and Tjahjaningsih (2015), and Fauziridwan et al (2018) which states that employee engagement influences OCB.

#### **c. Effect of Job Satisfaction, Organizational Commitment and Employee Engagement on Employee Performance**

Job satisfaction has a significant effect on employee performance. Job satisfaction is a form of feeling happy about what they have done, but job satisfaction is subjective. Satisfaction between one individual and other individuals tends to be different, because each individual has his own satisfaction criteria in measuring the level of life satisfaction, but employee satisfaction at work can be seen from how the employee's performance. This is consistent with the view of Gibson (2006) which states job satisfaction as the attitude that workers have regarding the work of employees. Job satisfaction is enjoyed at work, outside of work, and a combination of inside and outside work. Satisfied employees will encourage employees to perform better. Employees who are satisfied with their work always arrive on time, meaning employees respect their work and are responsible for the work they have to do. Happy doing work. Do not complain about tasks and jobs that can always accept new and difficult jobs gracefully. Have a harmonious relationship with other employees and superiors. This is in line with research by Khan et al. (2014) and Lianasari et al. (2017) which states that job satisfaction affects employee performance.

Organizational commitment is a form of loyalty to the organization. Loyalty is characterized by a sense of trust, a sense of acceptance, and a desire to maintain a position that is solely carried out to achieve predetermined goals. The objectives set forth here are not only in the interests of the institution, but also in the interests of those who join the organization, including employees. The findings of this research are in line with the research of Indayati et al. (2012), Khan et al. (2014), Pangendaheng (2018), Lianasari et al. (2017) and Andrew (2017) who stated that organizational commitment affects employee performance.

Employee performance is influenced by employee engagement for the employees who have high employee engagement will show the best performance at the company. When employees are attached to the company, employees have an awareness of the business. Awareness of the company's business that makes employees will provide all the best abilities to the company so that the impact on improving employee performance. Employees who are engaged have confidence and support the goals of the organization, have a sense of belonging, feel proud of the organization where employees work and have a desire to develop and survive in the organization (Bakker & Leiter, 2010). the findings of this research are in line with the research of Indayati et al. (2012), Cendani and Tjahjaningsih (2015), and Lianasari et al. (2017) which states that employee engagement influences employee performance.

#### **d. Effect of OCB on Employee Performance**

OCB affects employee performance, which means that the higher the OCB, the performance will increase. OCB indicators that provide the largest contribution to improving performance are courtesy. Courtesy is reflected in following changes and developments in the organization. Performance is an achievement achieved by employees in implementing tasks or jobs, in accordance with the standard criteria set in the job. OCB in an organization actually leads to the behavior of helping colleagues, never complaining about the work given, doing the work as determined, participating and tolerating for the progress of the organization. This means that every employee involved in the company will jointly try to create ideal working conditions so as to create a supportive atmosphere for businesses to achieve the expected goals so that employee performance will always improve. By applying OCB to the company, the performance of employees will always increase. The findings of this research are in line with research by Cendani and Tjahjaningsih (2015) which states that OCB influences employee performance

#### **e. Effect of Job Satisfaction, Organizational Commitment and Employee Engagement on Employee Performance Past OCB**

OCB can mediate the effect of job satisfaction, organizational commitment and employee engagement on employee performance. The higher job satisfaction, organizational commitment and employee engagement, the OCB will increase. Employee performance will be further improved, if employees behave in accordance with changes and developments in the organization. Employee job satisfaction is an important issue to consider in relation to employee work productivity and dissatisfaction is often associated with high levels of job demands and complaints. Basically, employees at work will feel comfortable in the organization if they get job satisfaction. Someone's performance will be influenced by the level of job satisfaction they have. When employees feel satisfied with the work done, then the employee will work optimally in completing work, even doing some things that may be outside of their duties. With this OCB behavior will make employee performance better, because this behavior makes employees want to work outside their obligations and will directly make employee performance better.

This research has given theoretical meaning that OCB is mediating the effect of job satisfaction, organizational commitment and employee engagement on employee performance. OCB indicators that make the biggest contribution are reflected in courtesy such as following changes and developments in the organization and considering in assessing what is best for BMT will encourage employees to work better. Thus job satisfaction represented by salary in the form of incentives given by BMT according to workload, organizational commitment is reflected in the willingness of BMT organizational values according to life principles, and employee engagement is reflected in Emotionally engaged in the form of knowing what is expected of work, will create OCB , so that it can increase employee performance.

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