Effect of Organizational Commitment, Compensation and Job Satisfaction on Employee Performance Through Organizational Citizenship Behavior In Bank BPD DIY Employees Senopati Branch Office

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Abstract

This study aims to determine the factors that affect the performance at the BANK BPD DIY Senopati branch office. The method in this research is accidental sampling. The analytical method used is the classical assumption test, t-test and Sobel test. Based on the research results, it is known that commitment has a significant positive effect on OCB, compensation has a significant effect on OCB, and satisfaction does not affect OCB, while commitment has a significant effect on employee performance, compensation has a significant positive effect on performance, job satisfaction has no effect on performance. OCB has a positive effect on employee performance. commitment has a significant positive effect on performance with the OCB variable as an intervening variable, compensation has a significant effect on performance with OCB as an internal variable has no significant effect on performance through OCB As an intervening variable and job satisfaction It is expected that this research can be used to measure commitment, compensation, and employee satisfaction as well as OCB on employee performance behavior.

Keywords: Organizational Commitment, Compensation, Job Satisfaction, OCB, Employee Performance.

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I. Introduction

Human resources (HR/employees) play a very dominant role in the activities or activities of the company, where the success of the company in the objectives set is very much dependent on the ability of human resources (employees) to carry out their assigned duties. The company must have competent human resources and have a high level of performance in carrying out the duties assigned by the organization. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties with the responsibilities assigned to him according to (Mangkunegara, 2011).

The problem regarding performance is a problem that will always be faced by company management. Therefore, management needs to know about the factors that affect employee performance. The factors that can affect the performance of these employees will make the company management able to take various policies that are needed so that it can improve the performance of its employees so that it is in line with company expectations. Factors affecting employee performance include Organizational Citizenship Behavior, compensation, job satisfaction, and organizational commitment.

Organizational Citizenship Behavior (OCB) is defined as employee behavior that exceeds what is standardized (Darmawati, 2013). Good employees (good citizens) tend to display OCB in their work environment, so organizations will better with employees who act OCB. Organizational Citizenship Behavior can arise from various factors in the organization, including due to employee job satisfaction and high organizational commitment (Robbin and Judge, 2012).

To improve employee performance, an employee is led to have good organizational commitment. "Organizational commitment is defined as a condition in which an individual side with the organization and the goals and wants to maintain membership in the organization" (Robbins and Judge, 2009: 100). "Commitment is defined as a person's ability to carry out his obligations, be responsible and a promise that limits someone from doing something" (Fitriastuti, 2013: 104). Employees with high commitment can show optimal performance. A person who joins an organization is required to commit him. Organizational commitment does not only mean passive loyalty but also involves an active relationship and the desire of employees to make meaningful contributions to the organization. The higher the commitment, the higher one's commitment to be directed towards actions that are by employee performance standards. This is supported by previous research conducted (Fitriastuti, 2013), which states that organizational commitment has a very large effect on one's performance. An employee will work optimally, using his abilities and skills with enthusiasm, when he has a high organizational commitment.
Apart from organizational commitment, the factor that affects employee performance is the compensation factor. Every employee or individual who works in a company has the desire to get a salary that matches their expectations, if they get a salary that meets their expectations, they will be more enthusiastic about working. "Compensation is all opinions in the form of money, direct or indirect goods received by employees in return for services provided to the company" (Hasibuan, 2007: 118). Providing compensation from the company to employees has an impact on job satisfaction so that the compensation from the company will foster employee motivation to work according to organizational goals. If employees perceive compensation as inadequate, work performance, motivation, and job satisfaction will dramatically decrease. This is supported by the results of research conducted by Fitrianasari, Nimran, and Utami (2013) which have a significant effect on employee performance.

Job satisfaction is a positive feeling about one's job which is the result of an evaluation of its characteristics (Robbin and Judge 2012). Satisfied employees prefer their job situation to dissatisfied employees (Ristiana, 2013). Commitment has an important role, especially in a person's performance at work, this is due to a commitment that becomes a reference and encouragement that makes them more responsible for their obligations (Brodoastuti, 2016). A strong commitment allows each employee to try to face the challenges and emphasize the existing ones. Success in facing these challenges will foster a sense of pride in the organization (Minarsih, 2012).

II. Literature Review

2.1. Organizational Commitment
Organizational commitment is an emotional bond between employees and the organization that arises because of trust, the willingness to achieve a goal and the desire to maintain membership as part of the organization and this is what makes employees stay in an organization in both pleasant and unhappy conditions. The strong commitment of employees to the company also determines the nature and behavior of these employees while in the company. Organizational commitment encourages employees to keep their jobs and show the results they should. Employees who have a high commitment to the company tend to show good quality, more totality in their work, and low turnover rates for the company (Akbar, 2017).

2.2. Compensation
The definition of compensation according to Nawawi (2001: 315) is an award/reward for workers who have contributed to realizing their goals, through activities called work. According to Hasibuan (2005: 118) compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. Sofyandi (2013: 159) argues that compensation is a form of cost that must be incurred by the company in the hope that the company will receive
compensation in the form of work performance from its employees of course, that the work performance provided by employees must be greater than the compensation issued by the company.

2.3. Job Satisfaction
Satisfied employees prefer their job situation to dissatisfied employees (Ristiana, 2013). Job satisfaction by Locke (1976) is a positive emotion that is felt as a result of the recognition of the success of the work done (Baporikar, 2017). Job satisfaction is a key element in explaining behavior in organizations and is the element most often researched in human resource management (Culibrk et al. 2018) Job satisfaction can be assessed both globally, namely based on general working conditions or at the individual level, namely based on aspects of individual work itself, including job appreciation, communication, working conditions, promotion opportunities, job recognition, supervision and so on (Spector, 1997; quoted by Baporikar, 2017). The characteristics of achieving a person's job satisfaction can be seen based on the emotional condition of an employee based on the results of the job appraisal, affective closeness to the job at hand, and the employee's attitude towards their job (Kumari & Pandey, 2011; quoted by Frempong, Agbenyo, Darko, 2018).

2.4. Organizational Citizenship Behavior
Organizational Citizenship Behavior (OCB) is defined as employee behavior that exceeds what is standardized (Darmawati, 2013). Good employees (good citizens) tend to display OCB in their work environment so that organizations will be better off with employees acting OCB. Organizational Citizenship Behavior can arise from various factors in the organization, including due to employee job satisfaction and high organizational commitment (Robbin and Judge, 2012). Organizational Citizenship Behavior is a positive behavior, in this case, the employee's behavior in helping other individual jobs as shown by someone in an organization or company (Nurhayati, Minarsi, and Wulan, 2016: 10). Organizational citizenship behavior (OCB) is considered as a behavior in the workplace that is following personal judgments that exceed a person's basic job requirements. OCB can also be described as behavior that exceeds task demand. Gibson, et al (2011) argue that organizational citizenship behavior is very important in organizational survival.

2.5. Employee Performance
Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities assigned to him. Employee performance variables are measured using a Likert scale. Employee performance indicators are as follows: work quantity, work quality, time utilization, attendance, and cooperation (Mathis and Jackson, 2006: 78). Mangkunegara Performance (2009) “Employee performance as work performance or output, both in quality and quantity achieved by employees of the period association in carrying out their work duties
following the responsibilities assigned to them. The goal is to improve or improve
organizational performance through improving the performance of the organization's HR. So, to anticipate the loss of orientation to a more meaningful life, HR uses noble values as a guide for professional life and individual performance. Employee Performance Appraisal according to Budiwardjo (2014) is the main key, company development. There are two parties involved in the performance appraisal process, namely (company) and employees (HR), employee performance appraisal has a positive impact on both parties, becoming a professional in their field.

2.6. Hypothesis Development

Organizational commitment encourages employees to maintain their work and show the results they should. Employees who have a high commitment to the company tend to show good quality, more totality in their work, and low turnover rates for the company (Akbar, 2017). In previous research, Darmawati, A., & Indartono, S. (2015) showed that the application of organizational commitment has a positive and significant effect on the organizational OCB of Agent Jaya Hotel employees.

**H1: Commitment has a significant positive effect on organizational citizenship.**

The definition of compensation according to Nawawi (2001: 315) is an award/reward for workers who have contributed to realizing their goals, through activities called work. According to Hasibuan (2005: 118) compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. In previous research by Octaviani, EN (2018) Compensation (X1) and Career Development (X2) has a significant effect on Organizational Citizenship Behavior.

**H2: competence has a significant positive effect on OCB.**

Satisfied employees prefer their job situation to dissatisfied employees (Ristiana, 2013). Latief, A., Syardiansah, S., & Safwan, M. (2019) organizational commitment and job satisfaction have a positive effect on the performance of the organizational commitment variables and employees of the City Health BPJS, job satisfaction affects Langsa's performance.

**H3: Job satisfaction has a significant positive effect on OCB**

Organizational Citizenship Behavior (OCB) is defined as employee behavior that exceeds what is standardized (Darmawati, 2013). Good employees (good citizens) tend to display OCB in their work environment so that organizations will be better off with employees acting OCB. Organizational Citizenship Behavior can arise from various factors in the organization, including due to employee job satisfaction and high organizational commitment (Robbin and Judge, 2012). In Suzana, A. (2017).
Organizational citizenship behavior with employee performance is at a very strong level which is indicated by the number 0.865 in a positive direction.

**H4: OCB has a significant positive effect on employee performance**

### III. Methodology

Based on this research, the population in this is all employees of the Bank BPD DIY Senopati branch office with a total of 100 employees. The sample in this study 52 employees who work at Bank BPD DIY, with an accidental sampling technique, using a questionnaire instrument. The method used is the Slovin method and the data analysis uses the single test.

### IV. Results and Discussion

#### 4.1. Validity and Reliability Test

The validity test results show the corrected item-total correlation value > from r-table (0.230) or valid. The variable data in this study has been tested and has a good reliability value with a significance level of 5% and Cronbach's alpha based on std. > 0.06.

#### 4.2. Classic Assumptions Test

Table 1 shows that the regression model following the Sobel test stages has met multicollinearity (VIF and tolerance), heteroscedasticity (Glejser test), and normality (Kolmogorov-Smirnov test).

<table>
<thead>
<tr>
<th>Mdl Var.</th>
<th>Multikolinearity</th>
<th>glejser Test</th>
<th>Kolmogorov-Smirnov test</th>
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<tbody>
<tr>
<td></td>
<td>Free Bound Tol. VIP T Sig. Asymp. sig (2-tailed) Kolmogorov-Smirnov Z</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 commitment ocb .919 1.088 1.613 .111 .097 .200</td>
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</tr>
<tr>
<td>2 compensation ocb .922 1.085 -.621 .536 .097 .200</td>
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<tr>
<td>3 satisfaction ocb .988 1.012 1.964 .053 .097 .200</td>
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<tr>
<td>4 commitment kk .844 1.184 -1.112 .269 .068 .200</td>
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<tr>
<td>5 compensation kk .909 1.101 .415 .680 .068 .200</td>
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<tr>
<td>6 Satisfaction kk .985 1.015 -.477 .635 .068 .200</td>
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<tr>
<td>7 Ocb kk .917 1.091 .209 .835 .068 .200</td>
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</tbody>
</table>

The Kolmogorov-Smirnov Z test result of the first regression is 0.200 with Asymp. sig. (2-tailed) 0.097, the second Kolmogorov-Smirnov Z regression test is 0.200 with Asymp. sig. (2-tailed) 0.68, the results of the first regression Glajser test show the sig
value. Commitment (0.111), the value of sig. compensation (0.536), satisfaction test value (0.53), and the second regression glacier test shows the sig value. Commitment (0.269), compensation (0.680), satisfaction (0.635) and OCB (0.835)> 0.05 or not significant, which means there is no heteroscedasticity in the regression model. The multicollinearity test results show the tolerance value of the first regression of commitment (0.919), the multicollinearity test shows the tolerance value of competence (0.922), and satisfaction (0.988). Tolerance value from the regression of the two commitments (0.844), competence (0.909), job satisfaction (0.985) and OCB (0, 0.917)> 0.10 <10, which means there is no multicollinearity.

4.3. Hypothesis Test
The results of hypothesis testing in table 5 show that H1 is accepted with a probability value of 0.045, H2 is accepted with a probability value of 0.030, H3 is rejected with a probability value of 0.692> 0.05. The test results H4, H5 are accepted with a probability value of 0.000 and H 6 is rejected with a probability of 0.350> from 0.05, and H7 is accepted with a probability value of 0.043. Whereas H8 with the single-test test with a one-tailed probability value of 0.015 <0.05, so that the OCB variable affects a variable intervening commitment to employee performance. Hypothesis 9 with a one-tailed probability value of 0.005 <0.05, thus OCB can affect a compensation intervening variable on performance. and the last Hypothesis 10 with a one-tailed probability value of 0.219> 0.05, then the OCB variable cannot affect an intervening variable of satisfaction on employee performance.

<table>
<thead>
<tr>
<th>Table 2. Hypothesis Testing</th>
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<tbody>
<tr>
<td>Var</td>
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<tr>
<td>Free</td>
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<tr>
<td>H1</td>
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<tr>
<td>H2</td>
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<td>H3</td>
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<td>H4</td>
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<td>H5</td>
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<tr>
<td>H6</td>
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<tr>
<td>H7</td>
</tr>
</tbody>
</table>

Hypothesis testing 8, 9, and 10 used the Sobel test (Sobel, 1982). The results are as follows:
Table 3. Sobel Test

<table>
<thead>
<tr>
<th>Variable</th>
<th>One-tailed probability</th>
<th>Sig &lt; 0.05</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>KO,OCB,KK</td>
<td>0.015</td>
<td>0.05</td>
<td>Accepted</td>
</tr>
<tr>
<td>KOM,OCB,KK</td>
<td>0.005</td>
<td>0.05</td>
<td>Accepted</td>
</tr>
<tr>
<td>KEP,OCB,KK</td>
<td>0.219</td>
<td>0.05</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

4.3. Discussion

The first hypothesis testing shows that there is a positive and significant influence on organizational commitment to the OCB of PT Bank BPD DIY employees. The level of significance for the organizational commitment variable is 0.045 (p < 0.05) and t count is 2.062 (positive), it can be concluded that t table < t count (1.664 < 2.062) and the significance 0.045 / 2 = 0.025 < 0.05, then hypothesis 1 is accepted. Respondents stated that I have a desire to become a reliable employee for a BPD bank (KO5) with an average of 4.35 higher than the other average with 23 respondents who answered strongly agree, 26 respondents answered agreed, and 1 respondent answered neutral, and 2 respondent answered disagree. The lowest answer is (KO1) I agree with the organization's goals with an average of 4.06 with 19 respondents answering strongly agree, 19 respondents answering agree, 4 respondents answering neutral, and 6 respondents answering disagreeing. So that the employees of Bank BPD DIY commit to the organization with the desire to become reliable employees in advancing the organization.

The second hypothesis testing shows that there is no significant effect of compensation on OCB with a significance level for the compensation variable of 0.030 (p < 0.05) and t count of 2.115 (positive), it can be concluded that t table < t count (1.664 > 2.115) and significance 0.030 / 2 = 0.015 < 0.05, then hypothesis 2 is accepted. Compensation was assessed by respondents as follows: Bank BPD provides promotion guarantees for employees (KOM5) with an average of 3.98 higher than the other average with 12 respondents who answered strongly agree, 29 respondents answered agree, and 9 respondents answered neutral, and 2 respondent answered disagree. The lowest answer was (KS2) which stated that BPD Bank provided health insurance with an average of 2.88 with 6 respondents answering strongly agree, 9 respondents answering agreeing, 16 respondents, answered neutral, 15 respondents answered disagree, and 6 respondents answered strongly disagreed.

The third hypothesis testing shows that there is an insignificant influence. The level of significance for the job satisfaction variable is 0.692 (p > 0.05) and t count is .398 (negative), it can be concluded that t table > t count (1.664 > .398) and the significance 0.692 / 2 = 0.346 > 0.05 , then hypothesis 3 is rejected. Job satisfaction with employee
OCB. Job satisfaction in the respondent's value is as follows: Bank BPD DIY I am satisfied with the results of the work I have done so far (KEP4) with an average of 4.25 higher than the other average with 22 respondents answered very agree, 22 respondents, answered agree, 7 respondents answered neutral and 1 respondent answered disagree, the lowest answer was (KEP1) I was satisfied with the salary I received with an average of 3.62 with 7 respondents answered strongly agree, 21 respondents answered agreed, 22 respondents, answered neutral, 1 respondent answered disagree, and 1 respondent answered strongly disagree.

Testing the fourth hypothesis shows that there is a positive and significant effect of organizational commitment on employee performance. The level of significance for the organizational commitment variable is 0.000 (p < 0.05) and t count is 3.834 (positive), it can be concluded that t table < t count (1.664 < 3.834) and the significance 0.000 / 2 = 0 < 0.05, then hypothesis 4 is accepted. Organizational commitment is an emotional bond between employees and the organization that arises because of trust, the willingness to achieve a goal and the desire to maintain membership as part of the organization and this is what makes employees stay in an organization in both pleasant and unhappy conditions. So that with the existence of commitment from employees will improve employee performance and will improve organizational performance for the better and increase the profitability of the organization.

The fifth hypothesis testing shows that there is a positive effect of compensation on the employee performance of PT BPD DIY. The level of significance for the compensation variable on employee performance is 0.000 (p < 0.05) and t count is 3.891 (positive), it can be concluded that t table < t count (1.664 < 3.891) and a significance of 0.000 / 2 = 0.000 < 0.05., then hypothesis 5 is accepted. Compensation is a form of cost that must be incurred by the company in the hope that the company will receive rewards in the form of work performance from its employees (of course that the work performance provided by employees must be greater than the compensation issued by the company). The greater the compensation received by employees, the employees will feel happy with the company and employees will have a loyal nature to the company, so it is hoped that the compensation provided by the company for employees will further improve employee performance.

The sixth hypothesis testing shows that there is a negative and insignificant effect of job satisfaction on employee performance. The level of significance for the variable job satisfaction with performance is 0.350 (p > 0.05) and t count is 0.944 (negative), it can be concluded that t table > t count (1.664 > 0.944) and the significance of 0.350 / 2 = < 0.175, then hypothesis 6 is rejected. Job satisfaction can be assessed both globally, namely based on working conditions in general or at the individual level, namely based on aspects of the individual's work itself, including job appreciation, communication, working conditions, promotion opportunities, job recognition, supervision, and so on. So that job satisfaction needs to be noticed by a BPD DIY Bank management to further
improve employee job satisfaction, such as giving appreciation to employees, so that employees will feel themselves being noticed by their superiors so that employees will have the intention to improve their performance.

The seventh hypothesis testing shows that there is a significant effect of OCB on employee performance. The level of significance for the variable organizational citizenship behavior towards performance is 0.043 (p <0.05) and t count is 2.330 (positive), it can be concluded that t table <t count (1.664) 2.330) and significance 0.043 / 2 = 0.021 <0.05, then hypothesis 7 is accepted. Organizational Citizenship Behavior is a positive behavior, in this case, the employee's behavior in helping other individual work is shown by someone in an organization or company, the loyalty behavior that employees have is already at a good level, proven by the employees of BPD DIY bank that are satisfied with compensation provided by the organization so that it is necessary to increase continuous encouragement so that it is even better in maintaining employee loyalty of BANK BPD DIY, the more loyal employees to the organization it will improve organizational performance and will increase the profitability of the organization.

Testing the eighth hypothesis shows that there is a positive and significant effect of organizational commitment on employee performance with OCB as an intervening variable for employees of PT Bank BPD DIY. Thus OCB can mediate organizational commitment to employee performance as evidenced by data processing using Sobel Tests with a one-tailed probability value of 0.000 <from 0.05 so it can be concluded that OCB can mediate Organizational Commitment to Employee Performance.

The ninth hypothesis testing shows that there is a positive and significant effect of compensation on employee performance with OCB as an intervening variable for employees of PT Bank BPD DIY. Thus OCB can mediate compensation to employee performance as evidenced by data processing using Sobel Tests with a one-tailed probability value of 0.005 <from 0.05 so that it can be concluded that OCB can mediate compensation to employee performance.

The tenth hypothesis testing shows that there is an insignificant influence on job satisfaction on employee performance with OCB as an intervening variable for employees of PT Bank BPD DIY. Thus OCB cannot mediate job satisfaction on employee performance as evidenced by data processing using Sobel Tests with a one-tailed probability value of 0.209 > from 0.05 so it can be concluded that OCB cannot mediate job satisfaction on employee performance.
V. Conclusion and Recommendation

5.1. Conclusion
Based on the results of the analysis discussed in the previous chapter, the following conclusions can be drawn: There is a positive and significant influence. Organizational commitment to OCB for employees of PT Bank BPD DIY. There is a significant positive effect of Compensation on OCB for employees of PT Bank BPD DIY. Which is not significant Job satisfaction on OCB for employees of PT Bank BPD DIY. There is a significant positive effect of Organizational Commitment on employee performance of employees of PT Bank BPD DIY. There is a significant positive effect of Compensation on employee performance of employees of PT Bank BPD DIY. There is a significant influence of negative insignificant Job satisfaction on employee performance of PT Bank BPD DIY there is a positive and significant effect of OCB on employee performance with employees of PT Bank BPD DIY. There is a positive and significant effect of organizational commitment on employee performance with OCB as an intervening variable for employees of PT bank BPD DIY. There is a positive and significant effect of compensation on employee performance with OCB as an intervening variable for employees of PT Bank BPD DIY. There is no significant effect of job satisfaction on employee performance with OB as an intervening variable for employees of PT Bank BPD DIY.

5.2. Recommendation
This research should be more varied so that it can be developed on variables that are thought to have a deeper influence and apply previous results such as job satisfaction with OCB through motivation as an intervening variable. For BPD DIY Bank Management, Employees in various Sector Units to increase their commitment to themselves to improve the organization to continue to maintain its existence. For BPD DIY Bank employees, they should show the behavior of helping others voluntarily which is not their duty and obligation (Courtesy). Voluntary behavior to increase work creatively so that the organization can increase and exceed the expected targets (Conscientiousness).

References


