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HOW IMPORTANT ARE OCB AS MEDIATION IN RELATIONSHIP BETWEEN JOB SATISFACTION, ORGANIZATION COMMITMENTS, AND ORGANIZATIONAL PERFORMANCE

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Abstract - Schermerhorn, Hunt and Osborn (2008) said that company performance determined by the human resources/human capital. Human capital runs the company, creates innovation and improvement in order to achieve the company's goals such as operational excellence, incremental profitability and cost effectiveness. Konopaske, Ivancevic and Matteson (2014), Schermerhorn, Hunt and Osborn (2008), Robbin and Coulter (2010) said that company performance can be influenced by employee job satisfaction, organizational commitment at work and organizational citizenship behavior (OCB). Yohanes and Supit (2016) stated that job satisfaction for employees must get attention. In Zang (2013) that the implications of theory and practice, in OCB by giving a habit of giving rewards, role models, openness and trust. Hassanreza (2010), Parasetyo (2015) Sawitri (2016) the value of the commitment committed to OCB, organizational commitment gave influence to the performance as Sani (2013) assessed the effect of organizational commitment on performance with OCB as a mediating variable. Konopaske, Ivancevic and Matteson (2014), Schermerhorn, Hunt and Osborn (2008), Robbin and Coulter (2010) said that company performance can be influenced by job satisfaction, commitment, motivation to work and organizational citizenship behavior (OCB). This research used primary data and to gather the data we applied census method on 175 state owned firm employees, using questionnaires with Likert Scale. Data processing used Structural Equations Method (SEM) with SmartPLS data analysis. We suspected that employee job satisfaction partially influenced the organizational commitment, organizational citizenship behavior (OCB) and organizational performance. While organizational commitment partially influenced OCB and organizational performance. Job satisfaction together with commitment influenced OCB as mediating factors, which in turn influenced the Organizational performance.

Keywords: Job Satisfaction, Organizational Commitment, OCB and Organizational performance.

I. INTRODUCTION

VUCA's era greatly influenced consumer's behavior in carrying out package and document at delivery activities. Consumer desires and technological developments changed consumer's behavior. Consumers want the package and document being delivered punctually, certainty, more precise and tracked with cost competitiveness. E-commerce and transportation start-up companies have become a big trigger for companies to quickly deal with VUCA's so they can appear to compete and grow. Actually, the marketshare less than 7.5 from the potential e-commerce market 2018 in Karawang City. In the last quarter of 2018 there was a decline in sales due to the presence of one big-customer getting bankrupt and did not perform. This has an impact on the failure to achieve sales targets, while direct costs continue to grow up until 14.1%. The priority target is human-capital, because human capital are the innovators, creators as well as drivers of corporate organization. Robbin (2018) companies that have good organizational citizenship behavior will be more effective in managing their organization. Nur Diana's (2012) study indicated that organizational citizenship behavior (OCB) was an individual behavior which was carried out voluntarily without expecting any rewards. This behavior can affect the performance of employees and organizations. OCB was first introduced by Smith, Organ and Near in 1983. This action is actually very synonymous with Indonesian culture which promotes mutual cooperation or helping-behavior (known as gotong-royong).

The current perspective of employees is changing. A person's performance is often determined by material elements only whereas there are other values such as good relations, help, brotherhood and trust. Therefore, it is very important to have citizenship behavior at work as McShane



and Glinow (2015) said organizations that have high OCB will produced high organizational performance, because OCB increases collaboration in one team and dependence on members from each other.

This study, examined the effect of OCB on the relationship between employee job satisfaction and organizational commitment of employees with Organizational performance. Located in one of the post offices in Indonesia, especially at Karawang District. It ranks worst of the worst growth of revenue and production in the retail segment, e-commerce and corporate. This study intends to determine the effect of OCB as a mediating factor for the relationship between job satisfaction and organizational commitment with organizational performance. This study aims to explain the effect of variable job satisfaction (X1), organizational commitment (X2), and OCB (Z) on Organizational performance (Y).

II. LITERATURE REVIEW

A. Job Satisfaction

Kinicki and Fugate (2016) "Job Satisfaction is affective or emotional response to various facets on one's job". Can be defined that employee job satisfaction will appear in response to his emotional and feeling or what he faces at work. Although employee job satisfaction is very relative to one particular aspect or several aspects that are felt at his work, because someone's job satisfaction will be different from others. Robbin and Coulter (2010) Job satisfaction refers to the attitude that is shown by someone to their work. A person with high job satisfaction has a positive attitude towards his job. Someone who is not satisfied has a negative attitude. Overall, employee job satisfaction will be shown from the attitude of the employees themselves. When employees are less satisfied with their work, they reacted in various ways. But it is not easy to predict how they will show their attitude of dissatisfaction at work. Maybe by terminating those using less work time for unproductive work by playing mobile phones, playing games at computer, or even other employees might verbally abused other colleagues for doing things that seem trivial but have enough impact on the "brand image", likely using sandals while working, work with no uniforms and nametags, uniforms but not according to the schedule, smoking in the work-area, littering, letting workplaces, work desks and the facilities around the work desk are dirty and messy. Robbin and Judge (2014) said, job requires interaction with coworkers and employers, and follows organizational rules and policies, meets performance standards, accepts work conditions that are sometimes not ideal, and identifies other important elements which affects employee performance such as the nature of work, payment, promotion opportunities, and work convenience. Job satisfaction is not only related to work conditions, but also personality role. Job satisfaction increases when income increases, but this is not always the case. High-paying jobs

usually require higher skills, provide workers with greater and more challenging responsibilities and the possibility of greater control. Some dimensions that affect employee job satisfaction according to Mc Shane and Glinow (2015) are work environment, level of customer satisfaction, assessment of employee performance, clear rules and corporate ethics in business.

Yohanes and Supit (2016) stated job satisfaction for employees must get attention. If job satisfaction can be given, it is hoped that it will contribute to better work, which in the end there will be an increase in employee commitment and OCB. The level of increase can be developed by providing fairness. Employees who voluntarily work hard need to get appreciation, personal award or positive consultations. Zang (2013) stipulated that the implications of theory and practice, in OCB is by giving rewards, role models, openness and trust.

Based on that statements, it can be concluded that employee job satisfaction is an emotional and verbal response to what he feels or that he faced in a job that demands interaction with colleagues and employers, and follows organizational rules and policies, meets performance standards, accept work conditions that are sometimes less ideal, and identify other important elements that affect employee performance. Therefore, the nature of work, payment, promotion opportunities, and work comfort are affected by: (1) provision of work facilities, (2) cleanliness (3) clear rules of Standard Operating Procedure (SOP) (4) firmness in applying regulations (5) on time salary payments (6) promotion opportunities, (7) harmonious relationship between superior and subordinates and (8) income based performance.

B. Organizational Commitment

Robbin and Judge (2018) "An employee with organizational commitment identifies with a particular organization and its goals and wishes to remain a member. Theoretical models propose that employees who are committed will be less likely to engage in work withdrawal even if they are dissatisfied because meet of organizational loyalty or attachment. On the other hand, employees who are not committed, who feel less loyal to the organization, will tend to show lower levels of attendance at work across the board. It does appear that even if employees are not currently happy with their work, they are willing to make sacrifices for the organization if they are committed. Kinicki, Fugate (2016) "organization commitment are reflected in which an individual identifies with an organization and commits to its goals" Luthans (2011: 147) "a strong desire to remain a member of a particular organization; willingness to exert high level of effort and behalf of the organization; belief in value and goals of organization". Kreitner and Kinicki (2011) "reflect the way an individual identifies himself with an organization and is related to its goals". Managers are advised to improve the workload of employees with the aim of getting higher organizational commitment. The more satisfied the employee



is about the work, the higher the employee's commitment to the organization. Hassanreza (2010), Parasetyo (2015) and Sawitri (2016) study shows that the value of the commitment positively significant to OCB, and organizational commitment gave influence to the performance as stated by Sani (2013).

Based on the statements, it can be concluded that the positive work attitude of the employees manifested in desire, willingness, dedication, loyalty, strong trust in the organization and leadership of the organization, shows an attitude to stay in the organization for longer terms or become part of the organization as the attitude of accepting the values and goals of the organization remains. Some are still working in the company because the choice to work in another place is limited and feel committed and proud to prolong working in the present establishment despite of better offer elsewhere.

C. Organizational Citizenship Behavior

According to Sudaryono (2014), he states that organizational citizenship behavior is a choice behavior that does not become a chart of an employee's formal work description, but supports the functioning of the organization effectively. Successful organizations need employees who will do more than their usual, extra-role and be able to deliver performance beyond expectations. In a dynamic era like today, where team-work is eminent, flexibility is necessary, and sometimes work in a matrix or cross-functional task. Organizations need employees who have good citizenship behavior which includes helping other, volunteering to do extra work, avoiding unnecessary conflicts, respecting the spirit and abide to regulations with great tolerance for work-related losses and disruptions.

Stephen P Robbin (2013) innovative and spontaneity influenced current OCB studies refers to the dimensions developed by Organ (1988) which are then developed in relation to studies by Robbin (2013) propagated Six types of OCB dimensions, such as (1) helping behavior, a form of individual voluntary behavior to help other individuals or prevent work related problems. (2) Sportsmanship, defined as willingness or willingness to accept (tolerance) to the inconveniences that arise and imposition of work without complaining. (3) Organizational loyalty, a form of individual loyalty behavior towards the organization such as displaying a positive image about the organization, defending the organization from external threats, supporting and defending organizational goals. (4) Organizational compliance, a form of individual behavior that adheres to all organizational rules, procedures and regulations even though no party oversees (5) Individual initiative, a form of individual self-motivation in carrying out tasks better or surpassing the work/level set. He called this dimension as conscientiousness and saying that this dimension is difficult to distinguish from in-role performance, and (6) Civic virtue, a form of commitment to the organization at macro level, or overall basis, such as attending meetings, expressing opinions or actively participating in organizational activities.

Shane and Glinow (2015) illustrate that OCB is built from five dimensions, each of which is unique, namely: (1) Altruism, willingness to help co-workers in completing their work in unusual situations, (2) Civic virtue, concerns the support of workers for administrative functions in the organization, (3) Sportsmanship, describes workers who place more emphasis on developing positive aspects than negative aspects of the organization, sportsmanship describes the sportsmanship of a worker towards the organization, (4) Conscientiousness, describes workers who carry out their duties and responsibilities more than expected, and (5) Courtesy, behavior alleviates the problems associated with work faced by others.

Kinicki, Fugate (2016), achievement of individual and organizational group performance, organizational commitment, and OCB are strongly influenced by positive behavior for leadership in the organization. McShane and Glinow (2015) states that OCB is the behavior of employees who exceed their duties, love to work together and help others to achieve organizational goals such as helping coworkers who are having difficulties with their work, Adjusting work schedules such as replacing employees who are on leave, showing respect and sincere respect for coworkers and willing to share their resources (inventory, technology, staff) with other colleagues. Organizations that have a high OCB will produce high organizational performance, because OCB increases cooperation in one team and dependency on each other. Podsakoff, McKenzie, Paine and Bachrach (2000) also highlighted in the Journal of Organizational Citizenship Behaviors with a critical review on Theoretical and Empirical Literature and made suggestions for future research. Sani (2013) on the other hand assessed the effect of organizational commitment on performance with OCB as a mediating variable.

Based on the theories presented above, the organizational citizenship behavior (OCB) is the behavior of employees who exceed their duties, enjoy to work together as a team and help others to achieve organizational goals such as helping co-workers who are having difficulties with their work, helping new employees even though it is not their responsibility, accepting all company policies without complaining, being present at employee coaching activities, obeying rules and regulations and appealing to office appointments not because they want to be seen by superiors but also willing to advise friends to avoid negligence.

D. Organizational Performance

Schermerhorn, Hunt and Osborn (2008) said that company performance determined by human capital. Human capital runs the company, creates innovation and improvement in order to achieve the company's goals such as operational excellence, incremental profitability and cost effectiveness.

Konopaske, Ivancevic and Matteson (2014), Schermerhorn, Hunt and Osborn (2008), Robbin and Coulter (2010) said that company performance can be influenced by



employee job satisfaction, commitment, motivation to work and Organizational citizenship behavior (OCB).

III. RESEARCH METHOD

Description of Respondents

This study delivered 175 questionnaires to 175 respondents. The number of questionnaires returned 173 because 2 employees had finished their contracts. The description of respondents that 63% of respondents are males, 79% are permanent employees, 20.8% employee more than 50 years old, 37% have more than 2 to 10 years in employment, 71% are High school degree holders, 55% of employees worked as their first job, 78% are staff, 71% married, 54% of their spouses not working and 67% employees have children.

Table 1 Description of Responden

Description	Freq	%	Description	Freq	%
Gender			Status		
Male	109	63%	Permanent	137	79%
Female	64	37%	Contract	36	21%
Total	173	100%	Total	173	100%
Age			Period of employment		
<25 years	22	12,7%	<2 years	33	19%
25 - 35 years	54	31,2%	>2-10 years	64	37%
>35 - 45 years	33	19,1%	>10-20 years	19	11%
> 45 - 50 years	28	16,2%	>20 years	57	33%
> 50 - 55 years	36	20,8%	Others	0	0%
Total	173	100,0%	Total	173	100%
Level of education			Previous work		
High school	123	71%	No work	95	55%
Diploma	18	10%	have worked before	64	37%
Bachelor	32	18%	Entrepreneur	14	8%
Total	173	100%	Total	173	100%
Level of Position			Couples Work		
Staff	135	78%	Entrepreneur	23	13%
Head of Branch Office	24	14%	Employee	57	33%
Management	14	8%	Does not work	93	54%
Total	173	100%	Total	173	100%
Marital status			Number of children		
Married	123	71%	Have	116	67%

Single	45	26%	No	57	33%
Divorce	5	3%	total	173	100%
Total	173	100%			

Source: Primary data 2019

Description of Variables

This study has four constructs are job satisfaction, organizational commitment, OCB and organizational performance delivered to 175 respondents. The research has 29 questionnaires consisting of job satisfaction 8 questionnaires, organizational commitment 7 questionnaires, OCB 7 questionnaires and organizational performance 7 questionnaires.

The results are 173 respondents who filled out the questionnaire. There are two statements on Job Satisfaction have value of mean: 3.277 and 3.243, more than 2.5 it means this statements are valid. Two statements represent organizational commitment with a middle value of 3.312 and 3.347, average more than 2.5 it means valid. Three statements representing OCB with value of mean 3.191, 3.179 and 3.289, all of them are above 2.5 it means valid. There are three statements representing organizational performance with a middle value of 3.410, 3.301 and 2.942, all of which are above 2.5 its means it is valid.

Hypothesis:

- Hipotesis 1 : Job Satisfaction has positive and significant influence on OCB (H1)
- Hipotesis 2 : Job Satisfaction has positive and significant influence on Organizational performance (H2)
- Hipotesis 3 : OCB has positive and significant influence on Organizational performance (H3)
- Hipotesis 4 : Organizational Commitment has positive and significant influence on OCB (H4)
- Hipotesis 5 : Organizational Commitment has positive and significant influence on Organizational performance (H5)

Research Methode:

This study using the Partial Least Square (PLS) method for Hypothesis testing. PLS is an alternative method of analysis with variance based Structural Equation Modeling (SEM). The advantage of this method it does not require assumptions and can be estimated with a relatively small number of samples. The tool used is a SmartPLS Version 3.2.7 program specifically designed to estimate structural equations on the basis of variance. The SmartPLS Version 3.2.7 program can be obtained for free at www.smartpls.de.

Based on the existing hypothesis, the five hypotheses are presented in a path diagram as shown in Figure 1 below. This



study uses 4 constructs that have 29 indicators to examine. The structure model in this study is shown in Figure 1 below.

The construct of Job Satisfaction (JS) is measured by 2 indicators, namely JS1, and JS2. Likewise, the construct of Organizational Commitment (OC) is measured by 2 indicators namely OC1, and OC2, the construct of Organizational citizenship behavior (OCB) is measured by 3 indicators namely OCB1, OCB2 and OCB3 and construct Organizational performance (P) is measured by 3 indicators namely P1, P2, and P3. The direction of the arrow between indicators with latent constructs is towards indicators that show that research uses reflective indicators that are relatively appropriate for measuring perceptions. The relationship to be examined (hypothesis) is symbolized by an arrow between constructs.

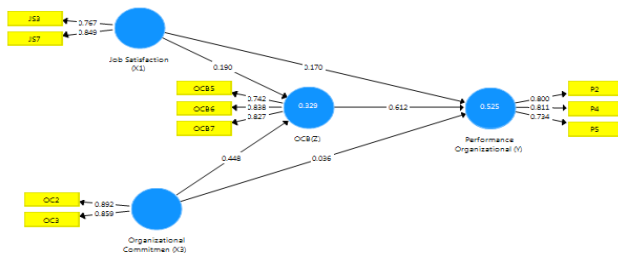


Figure 1. Value of Loading Factor

A. Evaluate Outer Model

1. Test of Validity

Ghozali (2012) an indicator is declared valid if it has a loading factor above 0.5 towards the intended construct. The SmartPLS output for loading factors gives the following results validity testing for reflective indicators uses a correlation between item and construct scores. Measurements with reflective indicators indicate a change in an indicator in a construct if other indicators of the same construct must be removed from the model. The table below shows that the loading factor gives a value above the recommended value of 0.6. The smallest value is 0.742 for the OCB1 indicator. It means the indicators used in this study are valid or have met convergent validity. The following is a diagram of loading factors for each indicator in the research model:

Furthermore, reflective indicators also need to be tested with discriminant validity with cross loading as follows.

An indicator is declared valid if it has the highest loading factor to the intended construct rather than loading factors to other constructs. The table above shows that loading factors for JS indicators (JS1 and JS2) have a higher loading factor for JS constructs than for other constructs. As an illustration of JS1 loading factor to JS is 0.767 higher than the loading factor to OC (0.346), OCB (0.287) and P (0.353). Also seen in another indicators above.

Tabel 2. Result For Cross Loading

Construct	JS (X1)	OC (X2)	OCB (Z)	P (Y)
Job Satisfaction (X11)	0,767	0,346	0,287	0,353
Job Satisfaction (X12)	0,849	0,507	0,400	0,379
Organizational Commitment (X21)	0,442	0,892	0,513	0,426
Organizational Commitment (X22)	0,499	0,859	0,448	0,384
Organizational Citizenship Behavior (Z1)	0,290	0,371	0,742	0,509
Organizational Citizenship Behavior (Z2)	0,297	0,436	0,838	0,588
Organizational Citizenship Behavior (Z3)	0,437	0,507	0,827	0,597
Performance Organizational (Y1)	0,370	0,383	0,615	0,800
Performance Organizational (Y2)	0,400	0,414	0,551	0,811
Performance Organizational (Y3)	0,282	0,278	0,477	0,734

Source: Primary data Smart PLS, 2019

Thus, latent contracts predict indicators on their blocks better than indicators on other blocks. Another method for looking at discriminant validity is to look at the square root of average variance extracted (AVE) value recommended value is above 0.5. The AVE values in this study are:

Tabel 3. Alpha, Composite Reliability Dan Average Variance Extracted (Ave)

construct	Cronbach's Alpha	Composite Reliability	Variance Extracted (Ave)
Job Satisfaction (X1)	0,475	0,791	0,654
Organizational Commitmen (X2)	0,697	0,868	0,767
Organizational Citizhenship Behavior (Z)	0,726	0,845	0,646
Performance Organizational (Y)	0,685	0,825	0,612

Source: Primary data Smart PLS, 2019

The table above illustrates AVE values above 0.5 for all constructs found in the research model. The lowest value of AVE is 0.612 in construct P (Organizational performance).

2. Reliability Test

Reliability testing is done by looking at the composite reliability value of the indicator block that measures the construct, see the table 3. The composite reliability results will show a satisfactory value if above 0.7. The table 3 shows that the composite reliability value for all constructs is above 0.7 which indicates that all constructs in the model estimated meet the criteria of discriminant validity. The lowest composite reliability value is 0.791 in the JS construct (Job Satisfaction).



Reliability testing can also be strengthened with Cronbach's Alpha where the SmartPLS Version 3.2.7 output gives the lowest value of 0.475 (JS). The recommended value is above 0.6 and in the table above shows that the Cronbach's Alpha value for all constructs is not above 0.6. But, composite reliability has a greater value than Cronbach's Alpha, so it means all indicators meet the reliability requirements

3. Discriminant validity.

The value of discriminant validity is a value of cross loading factor that is useful to determine whether the construct in this study has adequate discriminant by comparing loading values to the intended construct must be greater than the loading value of the other constructs by testing the construct criteria according to Fornell-Larcker and through Cross Loading with the table 4 below

Table 4. Loading Construct Value Fornell-Larcker Kriteria

construct	JS (X1)	OC (X2)	OCB(Z)	P (Y)
Job Satisfaction (X1)	0,809			
Organizational Citizenship Behavior (Z)	0,430	0,804		
Organizational Commitmen (X2)	0,535	0,550	0,876	
Performance Organizational (Y)	0,452	0,705	0,463	0,782

Source: Primary data Smart PLS, 2019

Diagonal is the square root value of AVE and the value below is the correlation between constructs. In table 4 above illustrating the intended construct is greater than the loading value of another construct. The AVE square root value is higher than the correlation value between constructs, where the AVE square root value on OCB (Z) against OC (X2) is higher than the AVE squared value at OC (X2) against OC (X2) which is 0.550 and P (Y) to OC (X2) is 0.705. Also the AVE square of OC (X2) against OCB (Z) has a value of 0.876 higher than the correlation value between the constructs below that is P (Y) against OCB (Z) of 0.463. Then it can be concluded that the model is valid because it fulfills discriminant validity.

B. Evaluate of Structural Models (Inner Model)

Inner model analysis or structural model analysis is carried out to ensure that the structural model constructed is accurate. Evaluation of inner model can be seen from several indicators, namely the Determination Coefficient (R2), Predictive Relevance (Q2), and Goodness of Fit Index (GoF). After the estimated model meets the Outer Model criteria, then the structural model (Inner model) is tested. The following is the R-Square value in the construct with the Goodness of Fit (GoF) method. Goodness of Fit (GoF) is measured using R-square dependent latent variables with the same interpretation

as regression. Predictive Q-square relevance for structural models, measures how well the observation value is generated by the model and also its parameter estimates. Q-square value > 0 indicates the model has the opposite predictive relevance if the Q-square value ≤ 0 indicates the model lacks predictive relevance.

Table 5 KoefisienDeterminasi (R²)

Construct	R Square	Adjusted R Square
OCB(Z)	0,329	0,321
Performance Organizational (Y)	0,525	0,517

Source: Primary data Smart PLS, 2019

To calculate Predictive Relevance Q2 use the following formula:

$$Q^2: 1 - (1 - R1^2)(1 - R2^2) \dots\dots\dots 1)$$

$$Q^2: 1 - (1 - 0,329^2)(1 - 0,525^2) \dots\dots\dots 2)$$

$$Q^2: 1 - (0,892)(0,724) \dots\dots\dots 3)$$

$$Q^2: 1 - 0,646 \dots\dots\dots 4)$$

$$Q^2: 0,354 \dots\dots\dots 5)$$

Based on existing data and calculations, the Q-square value is 0.354 so that for this structure model it shows that Q-square value > 0, it can be concluded that the model has good predictive relevance.

The PLS structural model was evaluated using R2 for the dependent variable and path coefficient values for independent variables which then assessed its significance t-statistical value of each path. To assess the significance of the prediction model in testing structural models, it can be seen from the t-statistical value between independent variables to the dependent variable in the output of Path Coefficient table 6 below:

Table 6 Structural Model Testing (Hypothesis)

construct	SampelA sli (O)	Sample Mean (M)	(STD EV)	T- Statik	P Value s	Significanc e
Job Satisfaction (X1) - > OCB(Z)	0,190	0,185	0,078	2,458	0,015	Significant
Job Satisfaction (X1) - > Performance Organizational (Y)	0,170	0,168	0,063	2,687	0,008	Significant
OCB(Z) -> Performance Organizational (Y)	0,612	0,605	0,072	8,554	0,000	Significant
Organizational Commitmen (X3) -> OCB(Z)	0,448	0,441	0,082	5,485	0,000	Significant
Organizational Commitmen (X3) -> Performance Organizational (Y)	0,036	0,046	0,078	0,458	0,647	Not Significant

Source: Primary data Smart PLS, 2019



Table 6 above shows that the relationship between Job Satisfaction (X1) and Organizational performance (Y) is significant with a T-statistic of 2.687 (> 1.96). The original sample estimate value is positive which is equal to 0.170 which indicates that the direction of the relationship between Job Satisfaction (X1) and Organizational performance (Y) is positive. Hypothesis-2 (H2) 'Job Satisfaction influences organizational performance' is supported hypothesis.

The table above shows that the relationship between OCB (Z) and Organizational performance (Y) is significant with a T-statistic of 8.554 (> 1.96). The original sample estimate value is positive which is equal to 0.612 which indicates that the direction of the relationship between OCB (Z) and Organizational performance (Y) is positive. Thus the H3 hypothesis in this study which states that 'OCB influences organizational performance' is supported.

The table above shows that the relationship between Organizational Commitment (X3) and OCB (Z) is significant with a T-statistic of 5.485 (> 1.96). The original sample estimate value is positive which is equal to 0.448 which indicates that the direction of the relationship between Organizational Commitment (X3) and OCB (Z) is positive. Thus the H4 hypothesis in this study which states that 'Organizational Commitment influences OCB' is supported.

The table above shows that the relationship between Organizational Commitment (X3) and Organizational performance (Y) is not significant with a T-statistic of 0.458 (<1.96). The original sample estimate value is positive which is equal to 0.036 which indicates that the direction of the relationship between Organizational Commitment (X3) and Organizational performance (Y) is positive. Thus the H5 hypothesis in this study which states that Organizational Commitments have an effect on Organizational Performance is not supported or not supported hypothesis. Although Organizational Commitment does not have a significant effect on Organizational performance, Organizational Commitment with regard to Organizational Citizenship Behavior (OCB) has a significant and positive influence and is expected to improve organizational performance.

Based on the value of original sample estimate, it is found that the highest value that affects Organizational Citizenship Behavior (OCB) is Organizational Commitment (OC) which is equal to 0.448, this shows that Organizational Commitment has an influence on Organizational Citizenship Behavior (OCB) higher than the influence between Job Satisfaction on Organizational Citizenship Behavior (OCB) 0.190. Furthermore, from the three variables that directly affect organizational performance (P), namely job satisfaction, organizational commitment and Organizational Citizenship Behavior (OCB), the biggest influence is Organizational Citizenship Behavior (OCB) because it has the highest original sample estimate value, namely equal to 0.612 compared to the other two variables. So, Organizational Citizenship Behavior (OCB) is the most dominant variable in influencing organizational performance.

While the least dominant variable is organizational commitment, with the smallest original sample estimate of 0.036.

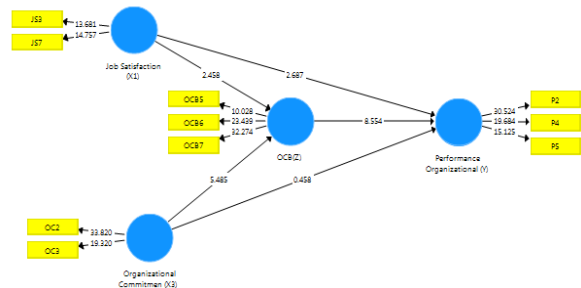


Figure 3. Measurement of Inner Model (Hypothesis)

Analysis of theory and hypothesis

1. Job satisfaction will improve organizational performance with OCB as a mediating variable. Results of previous studies on Job satisfaction has a positive influence on OCB; as research by Hassanreza (2010), Sani (2013), Sawitri (2016), Arif (2017), Yumuk (2018), Arif (2015), Supit (2016) and Diana (2015), and the results of this study indicate that job satisfaction provides positive and significant influence on organizational performance of 2,687. And job satisfaction by considering OCB will be able to improve organizational performance by 8,554.
2. Organizational Commitment will improve organizational performance with OCB as a mediating variable. As the results of previous studies, organizational commitment has a positive influence on OCB; as was the study of Hassanreza (2010), Sani (2013), Sawitri (2016), and Arif(2017). The results of this study indicate that organizational commitment has no effect on organizational performance because it only produces 0.458 under the preconditions of testing the hypothesis / model structure with a 5% error of at least 1.96. However, considering OCB, organizational commitment will be able to improve organizational performance by 5,485
3. OCB as a mediating variable, is able to provide a positive and significant influence in the relationship between job satisfactions, organizational commitment to organizational performance. By growing the behavior of OCB employees, can help management in managing the organization to achieve goals. It can also create personal qualities of employees who are pious, honest, professional and trustworthy.

Based on the calculation of SmartPLS analysis:

Job satisfaction (X1), and Organizational Commitment (X2), have a positive effect to Organizational performance (Y) using OCB (Z) as mediation variable. The research define that Job Satisfaction constructs are measured using the indicators "clear rules" and "firmness of the application of sanctions" which contain variables X11 (0.767) and X12 (0.849);



Organizational Commitment constructs are measured using the indicator "positive talk about the company" and "feel part of the company" which contains variables X21 (0.892) and X22 (0.859); The construct of Organizational citizenship behavior is measured using absenteeism, compliance and advise that contains the variables Z1 (0.742), Z2 (0.838) Z3 (0.827), while the Organizational performance construct is measured using customer satisfaction indicators, completion of complaints and losses to be a burden of negligent employees; which contains variables Y1 (0.800), Y2 (0.811) and Y3 (0.734) so that all indicators have a loading factor above 0.7.

After testing the validity and reliability of the construct obtained AVE greater than 0.5 with the lowest value on the organizational performance indicator (Y) of 0.612 and has a composite reliability value (composite reliability) of more than 0.7 means that all indicators meet the reliability requirements. Research found, composite reliability in this cases have a greater value than Cronbach's Alpha.

Correlation between each constructs with Cornell-Larcker that Value of Loading Construct diagonally is larger than the AVE square root value in Job Satisfaction (0.809) construct, OCB (0.804), Organizational Commitment (0.876) and Performance (0.782). So it appears that the AVE square root value is higher than the correlation value between constructs. Then it can be concluded that the model is valid because it fulfills the discriminant validity.

Q-square value is 0.354, it can be concluded that this structure model has good predictive relevance.

This study indicated that the organizational commitment has no effect on organizational performance because it only produced 0.458 under the preconditions of testing of the hypothesis with a 5% error of at least 1.96. However, considering OCB, organizational commitment will be able to improve organizational performance by 5.485. OCB as a mediating variable, provide a positive and significant influence in the relationship between job satisfactions, organizational commitment to organizational performance. OCB can help management in managing the organization to achieve goals. It can create personal qualities of employees who are pious, honest, professional and trustworthy as well as an integrity person to be benefitted by oneself in this world and hereafter.

IV. CONCLUSION

The results of this study indicate that OCB fully mediated in relation between job satisfaction and organizational performance, but OCB partially mediated the relationship between organizational commitment and organizational performance.

Suggestions

This study should be research on the others Post Office in different location and situation

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