



The Effect of Organizational Commitment, Job Satisfaction, and Training on Protelindo Employee Performance with Organizational Citizenship Behavior (OCB) as A Mediating Variable

Andrian Garibaldi^{1*}, Setyo Riyanto²

¹Universitas Mercu Buana, Jakarta, Indonesia, email: garibaldiandrian@gmail.com

²Universitas Mercu Buana, Jakarta, Indonesia, email: setyo.riyanto@mercubuana.ac.id

*Corresponding Author: Andrian Garibaldi¹

Abstract: By using Organizational Citizenship Behavior (OCB) as a mediating variable, this study aims to investigate the impact of organizational commitment, job satisfaction, and training on employee performance. Employees in the office of PT Profesional Telekomunikasi Indonesia were selected as subjects for this study. A total of 150 participants participated in this study using descriptive quantitative methodology. This study used SEM PLS data analysis, where the data processing used SmartPLS 3.0 application. The findings of this study indicate that training, job satisfaction, and organizational commitment have a beneficial and significant impact on job satisfaction. At the same time, OCB has an adverse and negligible effect on worker performance. Training has a positive but negligible impact on OCB, and the relationship between organizational commitment and job satisfaction has a considerable positive impact. Furthermore, OCB as a mediating variable has a negative and significant effect on mediating organizational commitment, job satisfaction, and training on employee performance

Keywords: Organizational commitment, Job satisfaction, Training, Performance, Organizational Citizenship Behavior (OCB)

INTRODUCTION

The PSBB (Large-Scale Social Restrictions) policy has an impact on the socio-economic conditions of the community. Quoted to the website of the Ministry of Manpower of the Republic of Indonesia from the results of a survey conducted by the Ministry of Manpower, around 88% of companies were affected by the pandemic and were generally in a state of loss. Then 17.8% of companies terminated employment, 25.6% laid off their workers, and 10% did both. However, this is different for companies in the telecommunications sector. The number of companies that implement Work From Home (WFH) work systems or work from home in addition to schools and universities, also implement School From Home and

online meetings. The Covid-19 pandemic, which requires most of society's activities to be carried out online, has increased the use of the internet and other services provided by telecommunications companies.

Table 1. Data Table of Tower Infrastructure Providers in Indonesia

Company	Number of Towers
SMN	21,000
TBIG	15,540
Centratama	3,178
Gihon Telekomunikasi*	63
* As of September 2019	

Source: Kontan.co.id Fitri (2020) accessed May 20, 2022

The results of the pre-survey research can be the majority of respondents answered "no," where the highest was the statement "I always prioritize the interests of others first compared to the interests of others" in the OCB variable as much as 36%. In the last two years, the company has implemented a work-from-home work system and flexible working hours. Therefore, the author concludes that the variables of work environment, work discipline, work motivation, and competence are less relevant to research and is interested in further investigating the dependent variables of Organizational Commitment, Job Satisfaction, Organizational Citizenship Behavior (OCB), and Training.

LITERATURE REVIEW

Employee Performance

Mangkunegara in Sapiah and Sangadji (2018) states performance as a result of work in quality and quantity achieved by an employee in carrying out his work in accordance with the responsibilities given to him.

Organizational Commitment

According to Wibowo (2017), commitment itself is individual, which is the attitude or behavior of each individual. Meanwhile, the commitment of each individual to the organization where he works can be said to be organizational commitment.

Job Satisfaction

According to Sukrispiyanto (2019), job satisfaction is an assessment of workers, namely how far their work as a whole satisfies their needs. Therefore, job satisfaction is related to the attitude of employees towards the work itself, work situations, cooperation between leaders and fellow employees.

Training

Based on several theories above, according to Alfiyah and Riyanto (2019), training is a process to improve the quality of human resources or employees owned. Expected improvements are increased knowledge, skills improvement and behavioral enhancement where the results of quality improvement are aimed at achieving organizational goals.

Organizational Citizenship Behavior (OCB)

According to Luthans in Hutagalung et. al. (2020) Organizational Citizenship Behavior (OCB) as individual behavior that is free to choose, not regulated directly or explicitly by a formal reward system, and gradually promotes effective organizational functioning.

Hypothesis

H₁: Organizational commitment has a positive and significant effect on performance

H₂: Job satisfaction has a positive and significant effect on performance

H₃: Training has a positive and significant effect on performance

H₄: OCB has a positive and significant effect on performance

H₅: organizational commitment has a positive and significant effect on OCB

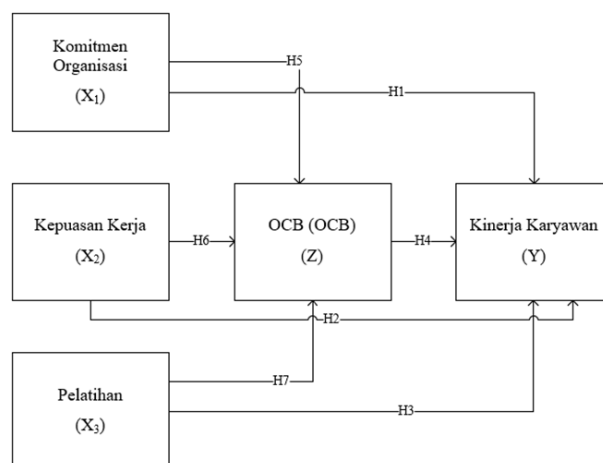
H₆: job satisfaction has a positive and significant effect on OCB

H₇: job satisfaction has a positive and significant effect on OCB

H₈: OCB can mediate the relationship between organizational commitment to employee performance

H₉: OCB can mediate the relationship between Job satisfaction to employee performance

H₁₀: OCB can mediate the relationship between Training to employee performance



Picture 1. Conceptual Framework

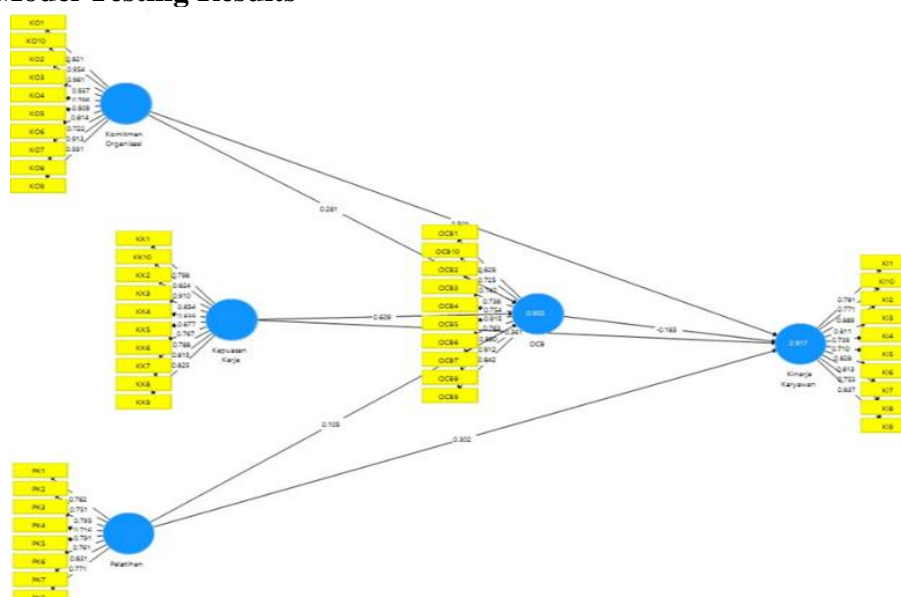
RESEARCH

The data collection technique in this study used purposive sampling. Purposive Sampling technique determines the sample with certain considerations so that the data obtained can be more representative. In collecting data, researchers used a questionnaire technique. Where according to Sugiyono (2016) the questionnaire is an instrument for data collection, where participants or respondents fill out questions or statements given by researchers. A total of 150 participants participated in this study using descriptive quantitative methodology. This study used SEM PLS data analysis, where the data processing used SmartPLS 3.0 application

RESULT AND DISCUSSION

Test Results for Data Quality

1. Outer Model Testing Results



Picture 2. Loading Factor Result

Furthermore, the discriminant validity test can be seen from the AVE (Average Variance Extracted) value with good value criteria above 0.5. The AVE value for this study is as follows:

Average Variance Extracted

Table 2. Average Variance Extracted

Variable	Average Variance Extracted
Organizational Commitment	0.768
Job Satisfaction	0.690
Training	0.598
OCB	0.663
Employee Performance	0.632

Source: Data Processing (2022)

That the value of each variable is more than 0.5. This indicates that this research is valid and of good value.

2. Test Results for Structural Model

Table 3. Value R²

Variable	R
Employee Performance	0.917
OCB	0.955

Source: Data Processing (2022)

To determine the alignment of the model, the inner model is tested by looking at R². Regarding the explanation, the value of 0.917 for the employee performance variable indicates the variance ability that the variables of organizational commitment, job satisfaction, and training can explain. However, the OCB variable value of 0.955 indicates that 95.5 percent of the variance can be explained by the organizational culture and commitment variables on OCB.

Table 3. Path Coefficient (Direct Effect)

Variables	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Value
Job Satisfaction -> Employee Performances	0.361	0.367	0.096	3.753	0
Job Satisfaction -> OCB	0.609	0.613	0.069	8.858	0
Commitment in Organization -> Employee Performance	0.501	0.499	0.113	4.415	0
Commitment in Organization -> OCB	0.281	0.28	0.079	3.549	0
OCB -> Employee Performance	-0.183	-0.186	0.123	1.486	0.138
Training -> Employee Performance	0.302	0.302	0.09	3.366	0.001
Training -> OCB	0.105	0.104	0.061	1.737	0.083

Source: Data Processing (2022)

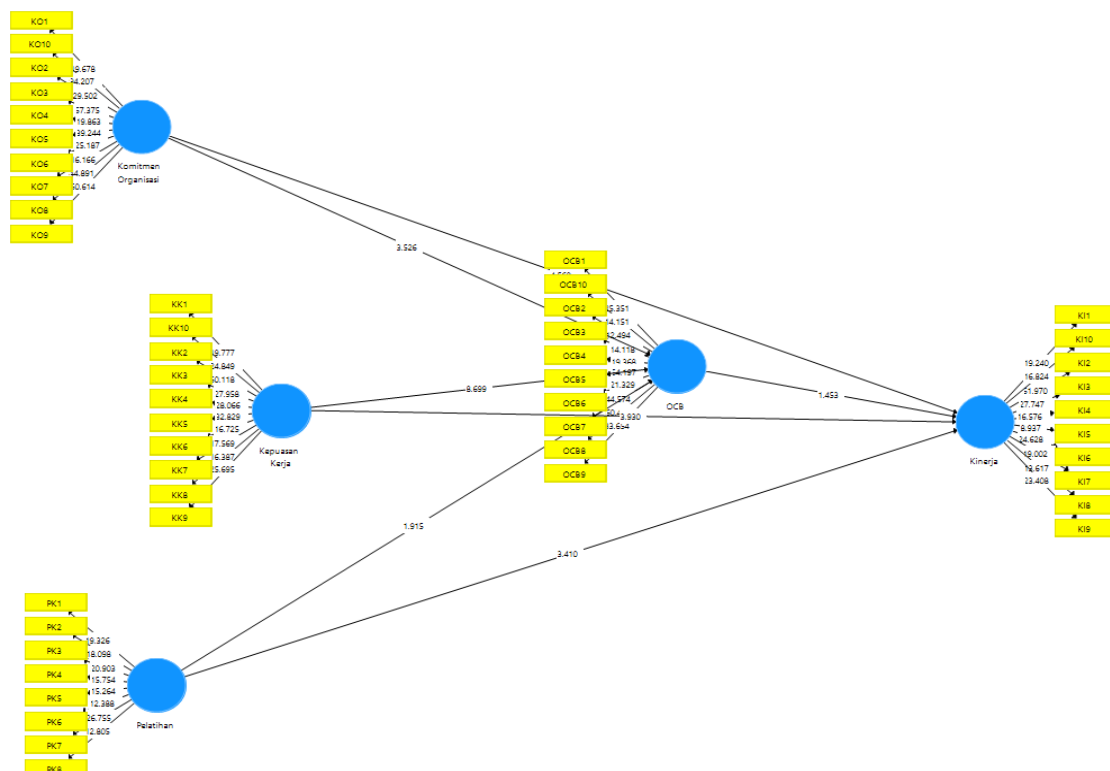
In addition, the specific indirect effect results show the indirect effect of the construct, which can be seen from the model description:

Table 3. Path Coefficient (Indirect Effect)

Variables	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Value
Job Satisfaction -> OCB -> Employee Performance	-0.112	-0.115	0.079	1.42	0.156
Commitment in Organization -> OCB -> Employee Performance	-0.052	-0.052	0.039	1.322	0.187
Training -> OCB -> Employee Performance	-0.019	-0.018	0.017	1.108	0.268

Source: Data Processing (2022)

In addition to the data in the form of the table above, the bootstrapping process will produce output in the form of a path which is described as follows:


Picture 3. Bootstrapping Result

H1: Performance Commitment is positively and significantly influenced by the organization.

Theory testing uncovered that hierarchical responsibility influences execution. This speculation is acknowledged because an in-depth model assessment of this relationship yielded a t-factual (t-esteem) value of 4.415, which is more noteworthy than 1.96. As per the findings of this test, the representative exhibition at Protelindo is influenced by authoritative responsibility

H2: Job satisfaction has a positive and significant effect on performance

Speculation testing secures the result that position fulfillment impacts execution. The consequences of the inward model assessment of this relationship yielded a measured t-value (t-esteem) of 3.753, where the value is more prominent than 1.96, so this speculation is recognized. A side effect of this test states that job fulfillment influences Protelindo's representative presentation.

H3: Performance benefits significantly from training

Hypothesis testing came to the conclusion that training has a significant and beneficial effect on performance. The fact that the model evaluates this relationship with a t-statistic (t-value) of 3.366, which is greater than 1.96, supports this hypothesis. The results of this test show that training has an effect on the performance of Protelindo employees.

H4: Performance is significantly improved by OCB

The result of hypothesis testing is that OCB has a negligible and negative impact on performance. This hypothesis was rejected as a deep model evaluation of this relationship yielded a t-statistic (t-value) of 1.486, which is lower than 1.96. According to the findings of this test, Protelindo employees' performance is not affected by OCB

H5: The impact of organizational commitment on OCB is highly significant and positive

The speculation testing came up with results that affected the execution. The consequence of the inward model assessment of this relationship yielded a t-factual (t-esteem) value of 3.549 where the value was more important than 1.96 so this speculation was recognized. A side effect of this test states that hierarchical responsibility affects OCB which is claimed by Protelindo's representatives

H6: OCB is positively and significantly influenced by job satisfaction

The speculation test came up with a result that impacts execution. The consequences of the inward model assessment of this relationship yielded a t-factual (t-esteem) value of 8.858 where the value is more prominent than 1.96 so this speculation is recognized. The consequence of this test states that work adaptability influences the OCB of Protelindo representatives.

H7: OCB is not significantly affected by training

The speculation test came up with a result that impacts execution. The consequence of the inward model assessment of this relationship yielded a t-factual (t-esteem) value of 8.858 where the value is more prominent than 1.96 so this speculation is recognized. The consequence of this test states that work adaptability influences the OCB of Protelindo representatives.

H8: The relationship between organizational commitment to performance and OCB can be mediated

Hypothesis testing revealed that OCB can mediate the relationship between performance and organizational commitment. This hypothesis was rejected as the deep model evaluation of this relationship yielded a t-statistic (t-value) of 1.322, which is less than 1.96. According to the findings of this test, Protelindo employees' OCB is not able to influence organizational commitment on employee performance

H9: The relationship between performance and job satisfaction can be mediated by OCB

Hypothesis testing revealed that OCB can act as a mediator between performance and work. This hypothesis was rejected as the deep model evaluation of this relationship yielded a t-statistic (t-value) of 1.42, which is lower than 1.96. According to the findings of this test, Protelindo employees' OCB cannot mediate the relationship between job satisfaction and performance.

H10: OCB can mediate the relationship between training and performance

Hypothesis testing revealed that OCB can mediate the relationship between performance and training. This hypothesis was rejected as a deep model evaluation of this relationship yielded a t-statistic (t-value) of 1.108, which is less than 1.96. According to the findings of this test, Protelindo employees' OCB could not mediate the impact of training on their performance

CONCLUSION

The author draws the following conclusions from the research findings and discussion:

- 1) Employee performance at Protelindo is positively affected by organizational commitment. This indicates that employees in Protelindo will perform better as a result of an increase in their organizational commitment.
- 2) Employee performance at Protelindo is strongly influenced by job satisfaction. This indicates that employees at Protelindo will perform better due to increased job satisfaction.
- 3) Employee performance at Protelindo improves significantly with training. This indicates that employees at Protelindo will perform better due to their increased activity.
- 4) Protelindo's employee performance is slightly influenced by OCB. This indicates that employee performance will experience a decrease in OCB levels at Protelindo.
- 5) OCB of Protelindo employees increases significantly with organizational commitment. This indicates that an increase in Protelindo employees' OCB will follow an increase in organizational commitment.
- 6) OCB of Protelindo employees is positively and significantly influenced by job satisfaction. This indicates that an increase in the OCB of Protelindo employees will accompany increased job satisfaction.
- 7) Protelindo employees' OCB is positively impacted by training, but the impact is insignificant. This indicates that even though Protelindo employees get more exercise, their OCB may stay the same.
- 8) The mediating variable OCB has a negative but insignificant impact on organizational commitment to Protelindo employee performance.
- 9) OCB mediating variable has a negative but insignificant impact on the job satisfaction and performance of Protelindo employees.
- 10) OCB mediating variable has a negative and insignificant effect on Protelindo's employee

REFERENCES

- Fitri, A. (2020, Mei 3). *Si Raja Menara Telekomunikasi Masih Akan Akuisisi Tower Lagi*. Retrieved From Kontan.Co.Id: <https://industri.kontan.co.id/News/Si-Raja-Menara-Telekomunikasi-Masih-Akan-Akuisisi-Tower-Lagi>
- Hutagalung, D., Asbari, M., Fayzhall, M., Ariyanto, E., Agistiawati, E., Sudiyono, R. Yuwono, T. (2020). Peran Religiusitas, Kepemimpinan Transformasional, Kepuasan Kerja Dan Mediasi Organizational Citizenship behavior Terhadap Kinerja Guru. *Edupsyscouns Journal Vol 2 No 1*, 311-326.
- Alifyah, Nanik, Setyo R. (2019). The Effect of Compensation, Work Environment and Training on Employees' Performance of Politeknik LP3I Jakarta. *International Journal of Innovative Science and Research Technology vol 2*. 947-955
- Sapiah, & Sangadji, E. (2018). *Manajemen Sumber Daya Manusia Strategik*. Yogyakarta: Andi.
- Sugiyono. (2016). *Metode Penelitian (Pendekatan Kuantitatif, Kualitatif, Dan R&D)*. Bandung: Cv. Alfabeta.
- Sukrispiyanto. (2019). *Manajemen Sumber Daya Manusia*. Sidoarjo: Indomedia Pustaka.

Wibowo. (2017). *Manajemen Kinerja*. Depok: Rajagrafindo Persada.