

## **EFFECT OF WORK ENGAGEMENT AND JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN IMPROVING EMPLOYEE PERFORMANCE UNIVERSITY OF MUHAMMADIYAH JAKARTA**

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**Abstract** - This study aims to determine the effect of job involvement and job satisfaction on Organizational Citizenship Behavior (OCB) in improving employee performance at the University of Muhammadiyah Jakarta.

This research is an associative study with a quantitative approach, data collection using questionnaires and interviews. The sample in this study were 137 employees. This study uses path analysis with the SmartPLS version 3.0 application.

The results of this study indicate that: (1) Job Involvement has a positive and significant effect on Organizational Citizenship Behavior, (2) Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior, (3) Job Involvement has a positive and significant effect on Employee Performance, (4) Job Satisfaction has a positive and significant effect on Employee Performance, (5) Organizational Citizenship Behavior has a positive and significant effect on Employee Performance..

**Keywords:** Work Environment, Leadership, Compensation, Job Satisfaction

**Abstrak**– Penelitian ini bertujuan untuk mengetahui pengaruh keterlibatan kerja dan kepuasan kerja terhadap *Organizational Citizenship Behavior* (OCB) dalam meningkatkan kinerja karyawan Universitas Muhammadiyah Jakarta.

Penelitian ini merupakan penelitian asosiatif dengan pendekatan kuantitatif, pengumpulan data menggunakan kuesioner dan wawancara. Sampel dalam penelitian ini sebanyak 137 karyawan. Penelitian ini menggunakan *path analysis* dengan aplikasi SmartPLS versi 3.0.

Hasil penelitian ini menunjukkan bahwa : (1) Keterlibatan Kerja berpengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior*, (2) Kepuasan Kerja berpengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior*, (3) Keterlibatan Kerja berpengaruh positif dan signifikan terhadap Kinerja Karyawan, (4) Kepuasan Kerja berpengaruh positif dan signifikan terhadap Kinerja Karyawan, (5) *Organizational Citizenship Behavior* berpengaruh positif dan signifikan terhadap Kinerja Karyawan

**Kata kunci :** Keterlibatan Kerja, Kepuasan Kerja, OCB, Kinerja

### **I. PRELIMINARY**

Every organization has its own goals that are different from one another. In achieving the goals of the organization, it is influenced by various factors including internal and

external factors. Internal factors come from people or human resources in an organization and can support the success of the organization itself

Human resources are an important factor in an organization. In order for management activities to run well, the organization or company must have employees who are knowledgeable and highly skilled as well as efforts to manage the company optimally so that employee performance increases. Human Resources (HR) is something that is very important and must be owned in an effort to achieve organizational or company goals. Human resources are the main elements of an organization compared to other resource elements such as capital, technology, because humans themselves control other factors.

The interest in researching Organizational Citizenship Behavior (OCB) is based on the importance of OCB in influencing the effectiveness and efficiency of work in teams and organizations, so that it can contribute to overall organizational productivity. In addition to these considerations, the results of on-site observations show that employees are still low on Organizational Citizenship Behavior (OCB), which is seen from the lack of mutual assistance between employees and between divisions, as well as a lack of employee concern for organizational performance in general or team performance in particular, and There are still some employees who complain about work and various other behaviors which indicate that employee organization citizenship behavior is still not maximal

### **1.1. Formulation of the problem**

Based on the above background and to focus on the discussion in the research that the author will carry out, the problem is formulated as follows:

1. Does job involvement have a direct influence on Organizational Citizenship Behavior (OCB)?
2. Does job satisfaction have a direct influence on Organizational Citizenship Behavior (OCB)?
3. Does job involvement have a direct influence on employee performance?
4. Does job satisfaction have a direct influence on employee performance?
5. Does the Organizational Citizenship Behavior (OCB) have a direct influence on employee performance?

### **1.2. Research purposes**

In the formulation of the problem to be examined above, the objectives of this study are:

1. To find out whether job involvement has a direct influence on *Organizational Citizenship Behavior* (OCB)
2. To find out whether job satisfaction has a direct influence on Organizational Citizenship Behavior (OCB)
3. To find out whether job involvement has a direct effect on employee performance
4. To find out whether job satisfaction has a direct effect on employee performance
5. To find out whether *Organizational Citizenship Behavior* (OCB) has a direct effect on employee performance

## **II. LITERATURE REVIEW**

### **2.1. Work Involvement**

Job involvement is a form of commitment of an employee in involving the role and concern for work both physically, knowledge and emotionally, so that he considers the work he does is very important and has a strong belief to complete it.

### **2.2. Job satisfaction**

Job satisfaction is the level of pleasure that a person feels for his role or job in an organization. The level of individual satisfaction that they are rewarded in kind from

various aspects of the job situation of the organization where they work. Job satisfaction concerns individual psychology in the organization which is caused by the perceived state of the environment

Job satisfaction is defined as a pleasant feeling which is the result of individual perceptions in order to complete a task or to fulfill his or her needs to obtain work values that are important to him (Wijono, in Aryaningtyas, 2019)

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

An organization that has a good team work accompanied by voluntary (extra-role) behavior by each member is important in the continuity of organizational activities in order to achieve high achievement and results, compared to organizations whose members have a competitive attitude which in the end only concentrates on the “achievement” target that they want to achieve and not the “achievement” target that an organization or company wants to achieve (Kreitner and Kitnicky in Hadi Wirawan, 2018). The extra-role behavior in question is Organizational Citizenship Behavior (OCB)

### **2.4. Performance**

The success of an organization is influenced by the performance (job performance) of employees, for that every company will try to improve the performance of its employees in achieving the organizational goals that have been set. The definition of performance can be interpreted in various ways, some experts view it as the result of a work completion process, while others understand it as the behavior required to achieve the desired results.

According to Hasibuan in Engla Dika (2017) explaining employee performance is a work result that can be achieved by a person in carrying out the tasks assigned to him based on his skills, experience, sincerity, and time determined.

### **2.5. Relationship between Research Variables**

#### **2.5.1. Effect of Job Involvement on Organizational Citizenship Behavior (OCB)**

Job involvement is the level of a person recognizing work, actively participating in it and considering work is important to him. An employee is actively involved in work means it shows that he really cares, this can affect Organizational Citizenship Behavior (OCB), which is behavior that exceeds a set standard. High work involvement can increase Organizational Citizenship Behavior (OCB), because active participation is a behavior that shows that it has more value to increase Organizational Citizenship Behavior (OCB).

According to Patras (2017), states that there is a positive influence between work involvement on *Organizational Citizenship Behavior* (OCB) private university lecturer in Bogor. According to Utami and Palupiningdyah (2016), they suggest that job involvement has a positive and significant effect on Organizational Citizenship Behavior (OCB) employees of PT Mazuvo Indo Semarang City. These results indicate that the higher the work involvement carried out by employee staff, the more Organizational Citizenship Behavior (OCB) of the employees' staff will increase in the company. According to research by Yolanda (2016), mention that positive and significant influence between job involvement on employee OCB, this research was conducted on employees of PT. Telekomunikasi Indonesia, Tbk. Witel Jatim Selatan, Malang. So it can be said that job involvement has a positive and significant effect on Organizational Citizenship Behavior (OCB).

#### **2.5.2. The Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB)**

Job satisfaction of employees can be seen from the comfort of employees in carrying out the job responsibilities given by the company, the existence of programs provided by the company for the welfare of employees, the facilities provided by the company to support employee performance, provision of salaries that are in accordance with the UMR

so that they can meet their needs. Everyday, there is an opportunity to develop employees' abilities, the attention given by superiors to subordinates, and colleagues who support each other at work.

In the research, Nurnaningsih (2017) mentions that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB). This shows that the higher the job satisfaction of PDAM Tirta Dharma Brebes employees, the higher the Organizational Citizenship Behavior (OCB) raised by a PDAM employee. Conversely, if the job satisfaction of an employee decreases, it will have an impact on decreasing Organizational citizenship behavior (OCB) by PDAM employees. Whereas Azwar, *et al* (2019) stated that job satisfaction has a significant and significant influence on Organizational Citizenship Behavior (OCB) in Bombana 3 SMA Teachers This matter shows that the higher the job satisfaction, the more the employee's Organizational Citizenship Behavior (OCB) behavior increases. This shows that there is a positive and significant influence between job satisfaction on Organizational Citizenship Behavior (OCB).

### **2.5.3. Effect of Job Involvement on Performance**

Job involvement is a form of employee behavior who has a high commitment in carrying out duties and responsibilities, where he has a sense of trust and support in the workplace, which has an impact on increasing individual satisfaction and improving performance in the organization.

Septiadi, *et al* (2017) suggest a positive and significant effect. It is explained that the higher the employees are involved in a job, the employee's performance level will increase. Meanwhile, according to Kimbal, *et al* (2015) explained that Job Involvement has an effect on Employee Performance of PT. PLN (Persero) Manado Region Suluttenggo Area. This shows that job involvement has a positive effect on employee performance, meaning that the higher the work involvement, the higher the employee's performance or vice versa.

### **2.5.4. Effect of Job Satisfaction on Performance**

Job satisfaction is defined as a pleasant feeling which is the result of individual perceptions in order to complete a task or to fulfill his need to obtain work values that are important to him. If the company always designs the work according to the employees' abilities, supervision by the leadership who always supports and motivates employees, provides opportunities for the same progress between employees, good relationships between colleagues, work facilities that make employees comfortable and the suitability of salaries will result in employees feeling safe and comfortable at work. This will have an impact on employees, employees will work optimally and try to give their best performance.

According to Isnaini, *et al* (2018) explained that Job Satisfaction has a positive and significant effect on Employee Performance at Hotel Sahid Montana Malang. Putrana, *et al* (2016) suggest that job satisfaction has a positive and significant impact on the performance of employees of PT. Gelora Persada Mediatama. This shows that employees with high levels of job satisfaction will show their best performance, so job satisfaction has a significant positive effect on employee performance.

### **2.5.5. Effect of Organizational Citizenship Behavior (OCB) on Performance**

The success of a company is not only determined by the behavior of employees who are determined according to the job description, but also the behavior of employees who are outside the job description. Organizational Citizenship Behavior (OCB) is individual behavior that is free and explicitly rewarded by a formal reward system, and overall encourages the effectiveness of organizational functions. This shows that positive employee behavior through Organizational Citizenship Behavior (OCB) is able to support

individual performance and organizational performance for the development of a better organization.

Rahayu's research (2018) explains that Organizational Citizenship Behavior (OCB) has a significant positive effect on employee performance. Suzana (2017) states that Organizational Citizenship Behavior (OCB) has a positive effect on Employee Performance at TASPEN Cirebon. Can be concluded that *Organizational Citizenship Behavior* (OCB) has a positive effect in improving employee performance.

## 2.6. Hypothesis Development

From the above description, the hypothesis in this study is as follows:

- H1 : It is suspected that there is a direct effect of work involvement on *Organizational Citizenship Behavior* (OCB).
- H<sub>2</sub> : It is suspected that there is a direct effect on job satisfaction *Organizational Citizenship Behavior* (OCB).
- H3 : It is suspected that there is a direct effect of work involvement on employee performance
- H4 : It is suspected that there is a direct effect of job satisfaction on employee performance.
- H5 : It is suspected that there is a direct effect of Organizational Citizenship Behavior (OCB) on employee performance.

## 2.7. Research Conceptual Framework

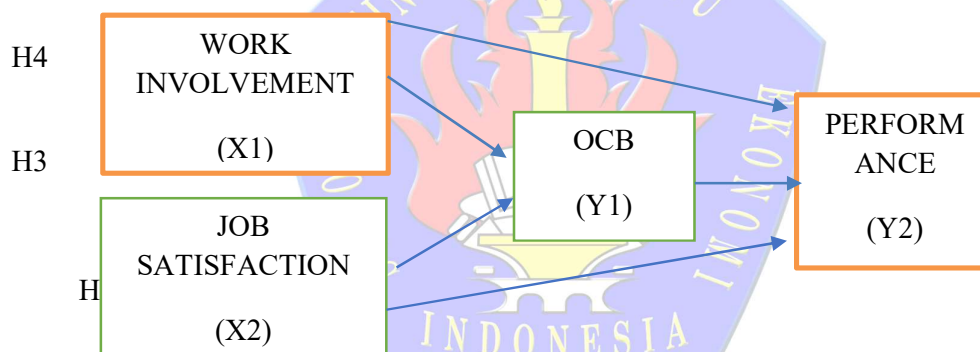


Figure 2.1  
Research Framework

Previous research according to Utami and Palupiningdyah (2016), showing that job involvement has a positive and significant effect on Organizational Citizenship Behavior (OCB) employees of PT Mazuvo Indo Semarang City. According to research by Yolanda (2016), mention that positive and significant influence between job involvement on employee OCB, this research was conducted on employees of PT. Telekomunikasi Indonesia, Tbk. Witel Jatim Selatan, Malang.

**H1: Job Involvement has a positive and significant effect on *Organizational Citizenship Behavior* (OCB).**

Research by Nurnaningsih (2017) stated that job satisfaction has a positive and significant effect on the Organizational Citizenship Behavior (OCB) of PDAM Tirta Dharma Brebes employees. At presearch Utami (2016) explained that the higher job satisfaction, the higher the behavior *Organizational Citizenship Behavior* (OCB) employees of PT. Mazuvo Indo Semarang. Whereas Azwar, *et al* (2019) stated that job satisfaction has a significant and significant influence on Organizational Citizenship Behavior (OCB) in Bombana 3 SMA Teachers.

**H2: Job Satisfaction has a positive and significant effect on *Organizational Citizenship Behavior* (OCB).**



Septiadi's research, et al (2017) suggest that job involvement has a positive and significant effect on employee performance at the Ministry of Defense's Finance Center. Meanwhile, according to Putri (2017) argues that work involvement has a significant effect on employee performance at the Resty Menara Pekanbaru Hotel.

**H3: Job involvement has a positive and significant effect on employee performance**

Putrana, et al(2016) suggest that job satisfaction has a positive and significant impact on the performance of employees of PT. Gelora Persada Mediatama. Meanwhile, according to Isnaini, et al (2018) explained that job satisfaction has a positive and significant effect on employee performance at Hotel Sahid Montana Malang.

**H4: Job satisfaction has a significant positive effect on employee performance**

Rahayu's research (2018) explains that the results of statistical tests of Organizational Citizenship Behavior (OCB) have a significant positive effect on employee performance. Suzana (2017) states that Organizational Citizenship Behavior (OCB) has a positive effect on Employee Performance at TASPEN Cirebon.

**H5 : Organizational Citizenship Behavior (OCB) has a positive effect on improve employee performance.**

### **III. RESEARCH METHOD**

#### **3.1. Research Strategy**

The research strategy used in this research is a correlational (associative) research strategy with a quantitative approach. Correlational research (associative) is research conducted to find the relationship or influence of one or more independent variables with one or more dependent variables (Suryani and Hendryadi, 2015: 119). Meanwhile, the quantitative research method is based on positivism, which is used to examine a specific population or sample (Muhyiddin, et al 2017: 26). In this study, the authors wanted to know the relationship between job involvement and job satisfaction on Organizational Citizenship Behavior (OCB) in improving employee performance. The research variables to be examined in this study are divided into two main variables,

#### **3.2. Population and Sample Research**

The target population / target, the population that will be the coverage of the conclusion, while the general population (sampling) is the whole object to be studied. All research data collection activities will be carried out at the Faculty located at the University of Muhammadiyah Jakarta which is located at Jl. Cempaka Putih Tengah I, Central Jakarta. To examine the effect of job involvement and job satisfaction on organizational citizenship behavior (OCB) in improving employee performance. As for the population in this study were all employees at the Faculty within the University of Muhammadiyah Jakarta Cempaka Putih, totaling 137 people.

The sample is part of the population to be studied and is considered to represent or reflect the population. In this study, the sampling technique used saturated sampling. Saturated sampling is a sampling technique when a member of the population is used as the sample. This is often done when the population is relatively small or the study is trying to make generalizations with very few errors. Another term saturated sampling is census, where all members of the population are sampled. Sugiyono (2016: 85). Based on this, the sample used in this study also amounted to 137 people

#### **3.3. Data Analysis Methods**

The data obtained were then processed using a model *Path Analysis*. Path Analysis is an analytical technique used to analyze the inherent cause and effect relationship between variables arranged based on temporary order by using the path coefficient as a value measure in determining the magnitude of the influence of exogenous independent variables on endogenous independent variables (Jonathan Sarwono in Yeri Sutopo, 2017: 126). This analysis is assisted with the help of SmartPLS (Partial Least Square) software version 3.0.

The program is used to facilitate data processing, so that the results are faster and more precise. In this research, the data collected is presented in the form of tables and pictures to make it easier to analyze and understand the data so that the data presented is more systematic.

### **3.3.1. Statistical Analysis Methods**

In data management, this study uses *Path Analysis* (path analysis) with the partial square method using the PLS program (Partial Least Square). Analysis on PLS (Partial Least Square) carried out in three stages, namely:

#### **1. Analysis of the outer model**

This Outer Model analysis specifies the relationship between latent variables and their indicators, or it can be said that the outer model defines how each indicator relates to its latent variables. The tests carried out on the outer model are:

- a) *Convergent Validity* is the loading factor value on the latent variable with its indicators. Expected value > 0.7.
- b) *Discriminant Validity* is the value of the cross loading factor which is useful for knowing whether the construct has sufficient discriminant by comparing the loading value of the intended construct must be greater than the loading value with other constructs.
- c) *Composite Reliability*, data that has composite reliability > 0.7 has high reliability.
- d) *Average Variance Extracted (AVE)*, the expected AVE value is > 0.5.
- e) *Cronbach Alpha*, The reliability test was strengthened by the Cronbach Alpha expected value > 0.6 for all constructs.

#### **2. Inner model analysis**

Inner model analysis / structural model analysis is carried out to ensure that the structural model built is robust and accurate. Inner model evaluation can be seen from several indicators which include:

- a) The coefficient of determination (R<sup>2</sup>)  
The coefficient of determination (R<sup>2</sup>) is intended to determine the best level of accuracy in the regression analysis, this is indicated by the magnitude of the coefficient of determination (R<sup>2</sup>) between 0 (zero) to 1 (one). If the coefficient of determination is zero, it means that the independent variable has absolutely no effect on the dependent variable. If the coefficient of determination is getting closer to one, it can be said that the independent variable has an effect on the dependent variable. Because the independent variables in this study are more than 2, the coefficient of determination used is Adjusted R Square (Ghozali, 2016: 56). The amount of the coefficient of determination can be calculated using the following formula (Ghozali, 2016):

$$Kd = r^2 \times 100\%$$

Where :

Kd = coefficient of determination

r<sup>2</sup> = correlation coefficient

The criteria for the coefficient of determination analysis are:

- a. If Kd detects zero (0), then the influence of the independent variable on the dependent variable is weak.
  - b. If Kd detects one (1), then the influence of the independent variable on the dependent variable is strong.
- a) *Predictive Relevance (Q<sup>2</sup>)*

In addition to seeing the size of the R-square, evaluation of the PLS model can also be done by looking at Q<sup>2</sup> to present the synthesis of the cross-validation and the fitting function with predictions from observed variables and estimates of construct parameters. Q<sup>2</sup> measures how well the observed value generated by the model and also its parameter

estimates. The value of  $Q^2 > 0$  indicates that the model has predictive relevance, while  $Q^2 < 0$  indicates that the model lacks predictive relevance (Ghozali and Latan, 2015).

b) *Goodness of Fit Index (GoF)*

*Goodness of Fit Index (GoF)* is a single measure used to validate the combined performance of the measurement model (outer model) and structural model (inner model). The value of the Goodness of Fit Model (GoF) index is obtained from the average communalities index multiplied by the  $R^2$  value of the model.

3. Hypothesis test

Hypothesis testing in this study uses a partial test (t-test) to test whether there is a hypothesis that can affect or not the independent variable to the dependent variable. The effect of the independent variable (independent) on the dependent variable (dependent) is said to be significant if it has a significant value at 0.05 or  $< 0.05$ . The t-test was used for the five hypotheses in this study, namely H1, H2, H3, H4, H5 and if the five hypotheses have a significant value at 0.05 or  $< 0.05$  then it is accepted.

#### IV. RESULTS AND DISCUSSION

##### 4.1. Description of Research Object

Muhammadiyah University Jakarta is a Muhammadiyah charity business. One of the decisions of the Muhammadiyah Teaching Council Conference held in Pekalongan was to establish the Faculty of Law and Philosophy in Padang Panjang, which was officially opened on 3 Rabi'ul at the end of 1375 H, coinciding with November 18, 1955. However, due to various reasons and based on the decision of the Conference The Teaching Council in Jakarta in 1956, the Faculty of Law and Philosophy in Padang Panjang was moved to Jakarta, under the new name Teacher Education College (PTPG), which was inaugurated again on 18 November 1957.

The University of Muhammadiyah Jakarta was inaugurated with the Notary Deed of Raden Soerojo Wongsowidjojo, SH in Jakarta with number 71 dated June 19, 1963. Until now, Muhammadiyah Jakarta University has 10 (ten) Faculties with 48 Study Programs. The faculties at UMJ are: Faculty of Social and Political Sciences, Faculty of Law, Faculty of Economics, Faculty of Engineering, Faculty of Islamic Religion, Faculty of Agriculture, and Faculty of Medicine and Health, Faculty of Education, Faculty of Nursing and Faculty of Public Health. In addition, the University of Muhammadiyah Jakarta organizes Diploma Programs and Postgraduate Programs (S2) including Masters in Law, Masters in Islamic Studies, Masters in Management, Masters in Administration, Masters in Accounting, Masters in Communication Sciences, Masters in Public Health, Master of Nursing, and Islamic Education Management Doctoral Study Program. UMJ has graduated more than 35,000 students who are spread across various government, private institutions, as well as opening independent entrepreneurs

##### 4.2. Respondent Description

**Table 4.2 Characteristics of Respondents by Gender**

Gender	amount	Percentage (%)
Men	75	55
Woman	62	45
<b>amount</b>	137	100

Source: Questionnaire, Data Processed (2020)

Based on Table 4.2, it is known that male respondents were 75 respondents (55%), and female respondents were 62 respondents (45%).



**Table 4.3 Distribution of Respondents by Age**

Age	amount	Percentage (%)
20 - 35 Years	57	42
35 - 45 Years	52	38
> 45 Years	28	20
<b>amount</b>	137	100

Source: Questionnaire, Data Processed (2020)

Based on Table 4.3, it is known that respondents with an age range of 20 - 35 years are 57 (42%), respondents with an age range of 35 - 45 years are 52 people (38%), and respondents with an age range > 45 years are 28 people (20%).

**Table 4.4 Distribution of Respondents by Latest Education**

Education	amount	Percentage (%)
Senior high school / equivalent	7	5
Diploma	26	19
S1	77	56
Others	27	20
<b>amount</b>	137	100

Source: Questionnaire, Data Processed (2020)

Based on Table 4.4, it is known that the respondents with the latest SLTA / equivalent education were 7 people (5%), respondents with Diploma education were 26 people (19%), respondents with S1 education were 77 people (56%), and respondents with other education were as many as 27 people (20%).

**Table 4.5 Distribution of Respondents by Length of Work**

Length of work	amount	Percentage (%)
1-2 years	5	4
2-4 years	42	31
4-6 years	67	49
> 6 years	23	16
<b>amount</b>	137	100

Source: Questionnaire, Data Processed (2020)

Based on Table 4.5 it is known that respondents with a length of work of 1 - 2 years are 5 people (4%), respondents with a length of work of 2 - 4 years are 42 people (31%), respondents with a length of work of 4 - 6 years are 67 people (49%), and respondents with respondents > 6 years old were 23 people (16%).

**Table 4.6 Distribution of Respondents by Job Status**

Job status	amount	Percentage (%)
Permanent employees	71	52
Contract employees	66	48
<b>amount</b>	137	100

Source: Questionnaire, Data Processed (2020)

Based on Table 4.6, it is known that respondents with Job Status were 71 people (52%), and respondents with Work Status were 66 people (48%).

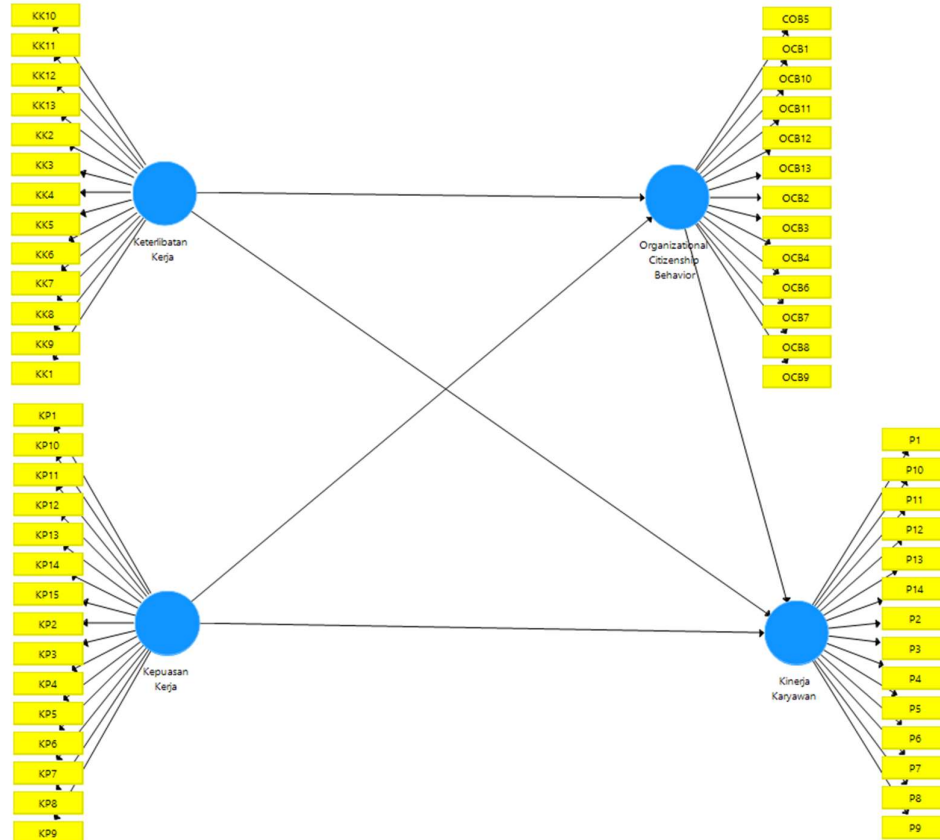
### 4.3. Data Description

#### 4.3.1. Component Based Structural Modeling

*Component / variance Based Structural Equation Modeling* is an alternative to covariance based SEM, component or variance based SEM, namely Partial Least Square (PLS). This method is for causal-predictive analysis in which situations of high complexity and low theory support. PLS aims to find predictive linear relationships between variables (component based predictive model) Ghazali (2014). Variance-based SEM assumptions are a guide for SEM-based variance modeling both in the data collection and processing processes using Smart PLS 3.

#### 4.3.2. Evaluation of Measurement Model (*Outer Model*)

Outer model analysis defines how each indicator relates to its latent variables. The following is Figure 4.1 the outer model design.

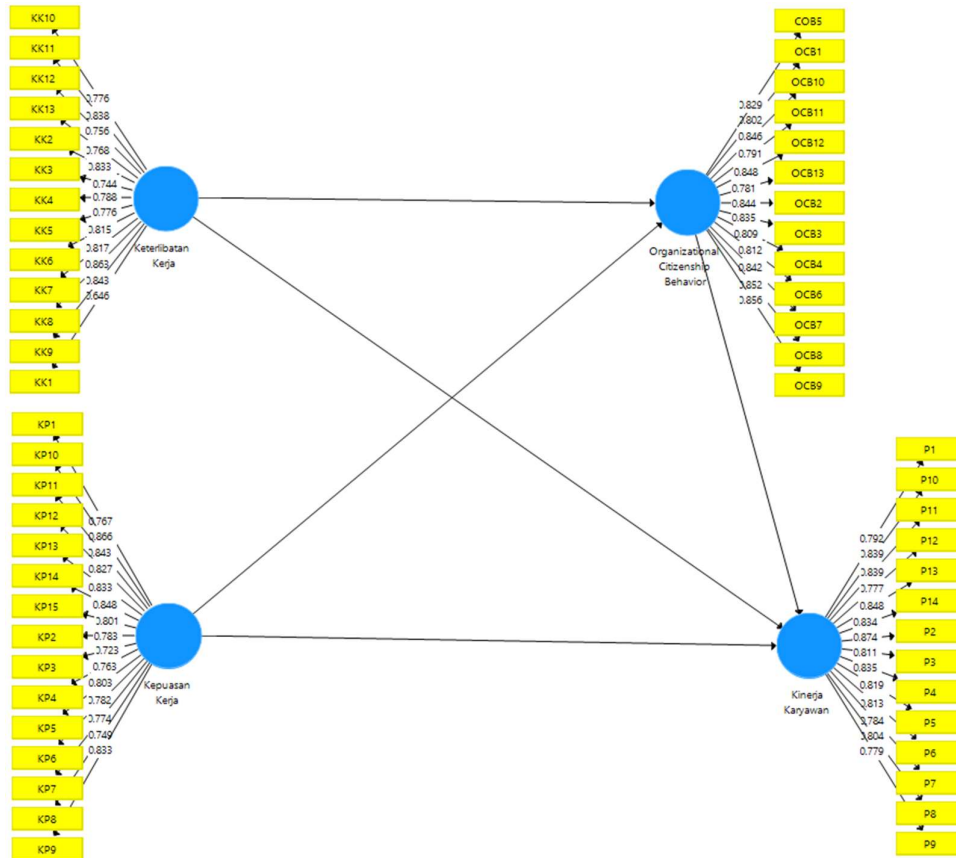


Source: PLS 3.0 Output, Data Processed (2020)

**Figure 4.1 Outer Model Design**

#### a. Convergent Validity

An indicator is declared valid if the measurement of the loading factor is above 0.70 so that if there is a loading factor below 0.70 it will be dropped from the model (Ghozali, 2014). The validity test for the reflective indicators uses the correlation between the item scores and the construct scores. Measurements with reflective indicators indicate a change in an indicator in a construct if other indicators in the same construct change (or are excluded).



Source: PLS 3.0 Output, Data Processed (2020)

**Figure 4.2 Initial Path Diagram Output Results**

In Figure 4.2, it is known that there are several indicators or statements that must be dropped from the research model. This is because the loading factor value is below 0.70. Convergent Validity relates to the principle that the manifest variable of a model so that the valid loading factor value determines whether or not the indicator is used to represent a variable. Here are the results of the loading factor value.

**Table 4:11 Results of Loading Factor Values**

Variable	Indicator	Outer Loadings	Conclusion
Job Engagement (X1)	KK1	0.646	Invalid
	KK2	0.833	Valid
	KK3	0.744	Valid
	KK4	0.788	Valid
	KK5	0.776	Valid
	KK6	0.815	Valid
	KK7	0.817	Valid
	KK8	0.863	Valid
	KK9	0.843	Valid
	KK10	0.776	Valid
	KK11	0.838	Valid
	KK12	0.756	Valid
	KK13	0.768	Valid
Job satisfaction	KP1	0.767	Valid

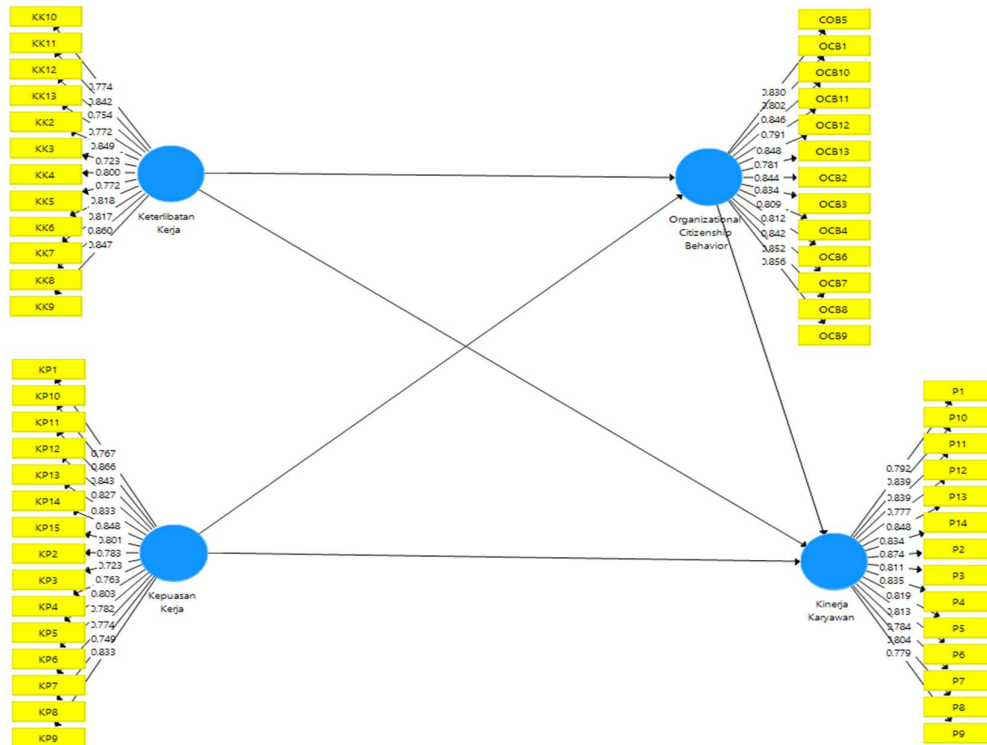
(X2)	KP2	0.783	Valid
	KP3	0.723	Valid
	KP4	0.763	Valid
	KP5	0.803	Valid
	KP6	0.782	Valid
	KP7	0.774	Valid
	KP8	0.749	Valid
	KP9	0.833	Valid
	KP10	0.866	Valid
	KP11	0.843	Valid
	KP12	0.827	Valid
	KP13	0.833	Valid
	KP14	0.848	Valid
	KP15	0.801	Valid
<i>Organizational Citizenship Behavior (Y1)</i>	OCB1	0.802	Valid
	OCB2	0.844	Valid
	OCB3	0.835	Valid
	OCB4	0.809	Valid
	OCB5	0.829	Valid
	OCB6	0.812	Valid
	OCB7	0.842	Valid
	OCB8	0.852	Valid
	OCB9	0.856	Valid
	OCB10	0.846	Valid
	OCB11	0.791	Valid
	OCB12	0.848	Valid
	OCB13	0.781	Valid
Performance (Y2)	P1	0.792	Valid
	P2	0.874	Valid
	P3	0.811	Valid
	P4	0.835	Valid
	P5	0.819	Valid
	P6	0.813	Valid
	P7	0.784	Valid
	P8	0.804	Valid
	P9	0.779	Valid
	P10	0.839	Valid
	P11	0.839	Valid
	P12	0.777	Valid
	P13	0.848	Valid
	P14	0.834	Valid

Source: PLS 3.0 Output, Data Processed (2020)

Based on Figure 4.2 and Table 4.11, it can be seen that there is an invalid statement, namely KK1. This is because the loading factor value is below 0.70.

**b. Convergent Validity Test after Modification**

The following is a picture of the modification after the indicators that do not meet the requirements for the loading factor value are removed, in the picture it can be seen that the loading factor value of the indicators on each variable is not below 0.7, so the analysis can be continued in the Discriminant Validity test.



Source: PLS 3.0 Output, Data Processed (2020)

**Figure 4.3** Path Diagram Output Results (Modification)

In Figure 4.3 above, it can be seen that the loading factor of the re-estimation results shows that all indicators have good validity because they have a loading factor of more than 0.7.

**Table 4:12 Results of Modified Path Loading Factor Values**

Variable	Indicator	Outer Loadings	Conclusion
Job Engagement (X1)	KK2	0.849	Valid
	KK3	0.723	Valid
	KK4	0.800	Valid
	KK5	0.772	Valid
	KK6	0.818	Valid
	KK7	0.817	Valid
	KK8	0.860	Valid
	KK9	0.847	Valid
	KK10	0.774	Valid
	KK11	0.842	Valid
	KK12	0.754	Valid
	KK13	0.772	Valid
Employee Satisfaction (X2)	KP1	0.767	Valid
	KP2	0.783	Valid
	KP3	0.723	Valid
	KP4	0.763	Valid
	KP5	0.803	Valid
	KP6	0.782	Valid
	KP7	0.774	Valid
	KP8	0.749	Valid
	KP9	0.833	Valid



	KP10	0866	Valid
	KP11	0843	Valid
	KP12	0827	Valid
	KP13	0833	Valid
	KP14	0848	Valid
	KP15	0.801	Valid
<i>Organizational Citizenship Behavior (Y1)</i>	OCB1	0.802	Valid
	OCB2	0844	Valid
	OCB3	0834	Valid
	OCB4	0.809	Valid
	OCB5	0830	Valid
	OCB6	0812	Valid
	OCB7	0842	Valid
	OCB8	0852	Valid
	OCB9	0856	Valid
	OCB10	0846	Valid
	OCB11	0.791	Valid
	OCB12	0848	Valid
	OCB13	0.781	Valid
Performance (Y2)	P1	0.792	Valid
	P2	0.784	Valid
	P3	0811	Valid
	P4	0.835	Valid
	P5	0819	Valid
	P6	0813	Valid
	P7	0.784	Valid
	P8	0.804	Valid
	P9	0.779	Valid
	P10	0.839	Valid
	P11	0.839	Valid
	P12	0.777	Valid
	P13	0848	Valid
	P14	0834	Valid

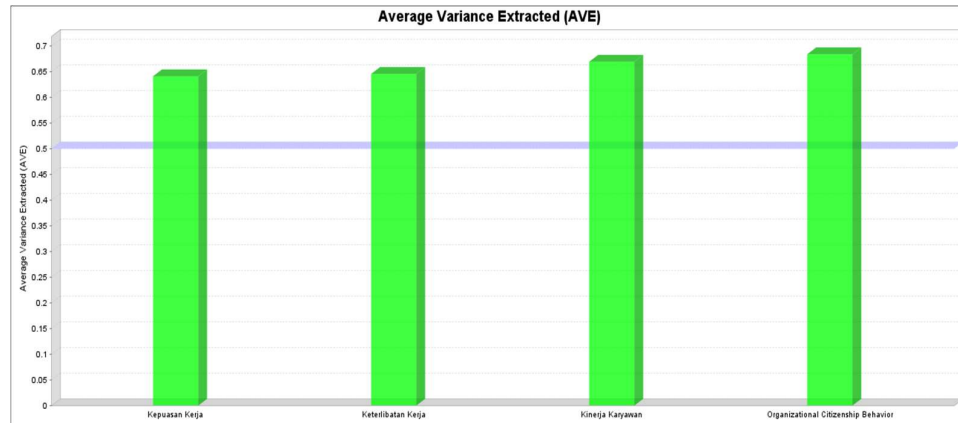
Source: PLS 3.0 Output, Data Processed (2020)

Based on table 4:12, it is known that all variable dimensions are valid. This is because the loading factor value is above 0.70 (Ghozali, 2014). In addition to the Loading Factor value, to analyze the validity of research data, the Average Variance Extracted (AVE) value can be used. The following are the results of the validity test using the AVE value.

**Table 4.13 Results of Average Variance Extracted (AVE)**

Variable	AVE	Information
Work Involvement	0.646	Valid
Job satisfaction	0.641	Valid
Organizational Citizenship Behavior	0.684	Valid
Performance	0.669	Valid

Source: PLS Version 3 Output, Data Processed (2020)



Source: PLS Version 3 Output, Data Processed (2020)

**Figure 4.4** Average Variance Extracted (AVE) diagram

Based on Table 4.13 and Figure 4.4, it is known that all research variables are valid. This is because the AVE value is above the requirement of 0.50 (Ghozali, 2014). This value illustrates adequate convergent validity and means that one latent variable is able to explain the indicators in it.

**c. Discriminant Validity Test**

To test discriminant validity, it can be done by checking the Fornell-Lacker Criterion. In the Fornell-Lacker Criterion, the discriminant variability is done by comparing the correlation between the variable and the AVE on a variable. The model of measuring discriminant validity is good if the AVE on the variable itself is greater than the correlation between other variables (Ghozali, 2014). The overall AVE value can be seen in table 4:14 as follows.

**Table 4.14 Test Fornell Lacker Criterion**

	Job satisfaction	Work Involvement	Employee performance	Organizational Citizenship Behavior
Job satisfaction	<b>0.926</b>			
Work Involvement	0.862	<b>0.876</b>		
Employee performance	0.859	0.854	<b>0.885</b>	
Organizational Citizenship Behavior	0.815	0.804	0.818	<b>0.899</b>

Source: PLS Version 3 Output, Data Processed (2020)

In Table 4.13, it can be seen that the AVE value of the Trust correlation variable is 0.926. This value is greater than the correlation value of the Job Satisfaction variable with other variables. Thus the conditions for discriminant validity through the Fornell-Lacker Criterion test have been met. Besides the Fornell-Lacker test, discriminant validity can also be tested based on the Cross Loading value. An indicator is declared to meet discriminant validity if the cross-loading dimension value on the variable is the largest compared to other variables (Ghozali, 2014). The following is the result of the cross loading value.

Table 4.15 Result of Cross Loading Value

Statement	Variable			
	Job satisfaction	Work Involvement	Employee performance	<i>Organizational Citizenship Behavior</i>
KK2	0.798	0849	0.752	0.767
KK3	0.640	0823	0.599	0.612
KK4	0.777	0800	0.735	0.738
KK5	0.769	0.872	0.614	0.717
KK6	0.745	0.818	0.718	0.691
KK7	0.756	0817	0.671	0.716
KK8	0.748	0860	0.727	0.718
KK9	0.728	0847	0.667	0.690
KK10	0.648	0.874	0.686	0.635
KK11	0.777	0842	0.687	0.757
KK12	0.700	0854	0.686	0.677
KK13	0.715	0.872	0.673	0.712
KP1	0867	0.770	0.734	0.732
KP2	0.883	0.739	0.683	0.718
KP3	0823	0.698	0.607	0.675
KP4	0863	0.653	0.658	0.642
KP5	0.803	0.717	0.648	0720
KP6	0.882	0.733	0.659	0.682
KP7	0.874	0.713	0.679	0.667
KP8	0849	0.683	0.632	0.688
KP9	0833	0.740	0.745	0.758
KP10	0866	0.773	0.792	0.737
KP11	0843	0.742	0.721	0.778
KP12	0827	0.698	0.749	0.761
KP13	0833	0.782	0.760	0.798
KP14	0848	0.790	0.758	0.803
KP15	0.801	0.747	0.687	0820
OCB1	0800	0730	0.717	0.802
OCB2	0800	0.742	0.724	0844
OCB3	0.818	0.736	0.763	0834
OCB4	0.775	0.714	0.710	0.809
OCB5	0.751	0.709	0.737	0830
OCB6	0.740	0.706	0.718	0812
OCB7	0.772	0.763	0.783	0842
OCB8	0.764	0.751	0.746	0852
OCB9	0.758	0.741	0.712	0856
OCB10	0.791	0.728	0.733	0846
OCB11	0.687	0.652	0.675	0891
OCB12	0.762	0.715	0.724	0848
OCB13	0.721	0.725	0.759	0.881
P1	0.745	0.740	0.892	0.768
P2	0842	0.747	0.874	0.772
P3	0.752	0.722	0811	0.731
P4	0.729	0.678	0.835	0.708
P5	0.716	0.672	0819	0.677
P6	0.695	0.703	0813	0.682

P7	0.671	0.664	0.884	0.690
P8	0.692	0.659	0.804	0.728
P9	0.691	0.656	0.879	0.651
P10	0.719	0.720	0.839	0.749
P11	0.712	0.717	0.839	0.749
P12	0.685	0.651	0.877	0.717
P13	0.711	0.712	0.848	0.758
P14	0.723	0.729	0.834	0.744

Source: PLS Version 3 Output, Data Processed (2020)

The result of 4.14 above is based on the column, it can be seen that the correlation of the Job Satisfaction construct with its indicator is higher than the other constructs, as well as other variables.

#### **d. Reliability Test**

Reliability shows the accuracy, consistency, and accuracy of a measuring instrument in making measurements (Ghozali, 2014). If a study is reliable, the research data has been tested for reliability and consistency of research results. Reliability test in PLS can use 2 methods, namely Cronbach's alpha and composite reliability. The following are the results of the research reliability test.

**Table 4.16 Reliability Test Results**

Variable	CA	CR	Information
Work Involvement	0.950	0.956	Reliable
Job satisfaction	0.960	0.964	Reliable
Organizational Citizenship Behavior	0.961	0.966	Reliable
Performance	0.962	0.966	Reliable

Source: PLS Version 3 Output, Data Processed (2020)

Based on table 4.16, it can be seen that all of the constructs in the study are declared reliable because the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70.

#### **4.3.3. Testing the Structure Model / Hypothesis Testing (Inner Model)**

The testing phase of the structural model (inner model) is carried out by the following steps:

##### **a. R-Square Value**

After the estimated model meets the criteria for the Outer Model, the next researcher conducts a structural model test (Inner Model), here is the R-Square (R<sup>2</sup>) value in the research construct:

**Table 4.17 Test Results of the Coefficient of Determination**

	R Square	R Square Adjusted
Employee performance	0.815	0.809
<i>Organizational Citizenship Behavior</i>	0.862	0.859

Source: PLS Version 3 Output, Data Processed (2020)

Based on Table 4.17, it can be seen that the R-Square adjusted value for the Organizational Citizenship Behavior construct is 0.859. This means that the model has a goodness-fit model level. This also means that the variability of Organizational Citizenship Behavior can be explained by the two variables in the model, namely Job Involvement and Job Satisfaction of 85.9%. Furthermore, the R-Square adjusted value for the Employee

Performance construct is 0.809. This also means that the variability of Employee Performance can be explained by the three variables, namely Job Involvement, Job Satisfaction and Organizational Citizenship Behavior of 80.9%. The reason for using the adjusted R-Square is because the value does not always increase when a variable is added (Ghozali, 2014).

**b. Goodness of Fit Model (GoF)**

This GoF index is a single measure used to validate the combined performance of the measurement model (outer model) and structural model (inner model). The value of the Goodness of Fit Model (GoF) index is obtained from the average communalities index multiplied by the R<sup>2</sup> value of the model. The GoF value ranges from 0-1 with the following interpretation:

- 1) *Goodness of Fit* (GoF) Small GoF = 0.1
- 2) *Goodness of Fit* (GoF) Moderate or Moderate = 0.25
- 3) *Goodness of Fit* (GoF) Large = 0.38

$$\begin{aligned}\text{GoF} &= \sqrt{\overline{AVE} \times \overline{R^2}} \\ &= \sqrt{0.660 \times 0.809} \\ &= 0.730\end{aligned}$$

From the calculation of Goodness of Fit (GoF) above, it can be seen that the result is 0.730, from these results it can be concluded that the performance between the measurement model and the structural model has a large GoF of 0.730 (above 0.38). This means that 84% of the variation in the performance variable is explained by the variables used.

**c. Hypothesis Testing Results (Estimated Path Coefficient)**

To see the significance of the parameter coefficient, it can be calculated from the valid variable dimensions. Researchers want to know that there are positive or negative and significant or insignificant effects based on the calculation of P values which must be below 0.05 and the t statistic is greater than 1.96 (Ghozali, 2014).

**1) Bootstrapping Results**

In Smart PLS, testing of each relationship is carried out using a simulation with the bootstrapping method of the sample. The following are the results of testing with the bootstrapping method on the research model.





**Figure 4.5** Bootstrapping Test Results

Based on Figure 4.7, it is known that all influences between variables show a positive direction. This shows that Job Involvement, Job Satisfaction, and Organizational Citizenship Behavior have a positive impact or are able to increase performance.

## 2) Hypothesis Test (Path Coefficient)

Based on the results of the bootstrapping, it can be summarized in Table 4.18. As for testing the hypothesis, it can be done by looking at the t-statistical value and the probability value.

**Table 4:18** Significance Test Results Between Variables

Path	Original Sample (O)	T-Statistic (  O / STDEV  )	P-Values	Information
KP → P	0.592	4,569	0.000	Significant
KP → OCB	0.760	6,803	0.000	Significant
KK → P	0.313	2,379	0.018	Significant
KK → OCB	0.381	3,548	0.000	Significant
OCB → P	0.456	3,458	0.001	Significant

Source: PLS Version 3 Output, Data Processed (2020)

Based on Table 4.18, it can be seen that 5 (five) Research Hypotheses can be answered as follows:

- Work Involvement against Organizational Citizenship Behavior

Based on Table 4.18, it can be seen that the original sample estimate value of the Job Involvement variable on the Organizational Citizenship Behavior variable is positive, which is 0.381. Then, it can be seen that the t statistic is  $3,548 \geq 1.96$  (Ghozali, 2014) so it can be said to have a significant effect. Thus, the hypothesis H1 in this study is accepted. In conclusion, Job Involvement has a positive and significant effect on Organizational Citizenship Behavior. This shows that if the employee's work involvement is getting better, the Organizational Citizenship Behavior will increase

b) Job satisfaction against Organizational Citizenship Behavior

Based on Table 4.18, it can be seen that the original sample estimate value of the Job Satisfaction variable on the Organizational Citizenship Behavior variable is positive, which is 0.760. Then, it can be seen that the t statistic is  $6.803 \geq 1.96$  (Ghozali, 2014) so it can be said to have a significant effect. Thus, the H2 hypothesis in this study is declared Accepted. In conclusion, Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior. This shows that if the employee's Job Satisfaction is getting better, the Organizational Citizenship Behavior will increase

c) Work Involvement on Employee Performance

Based on Table 4.18, it can be seen that the original sample estimate value of the work involvement variable on the Employee Performance variable is positive, which is 0.313. Then, it can be seen that the t statistic is  $2,379 \geq 1.96$  (Ghozali, 2014) so that it can be said to have a significant effect. Thus, the hypothesis H3 in this study is accepted. In conclusion, work involvement has a positive and significant effect on employee performance. This shows that if the employee's work involvement is getting better, the employee's performance will increase

d) Job satisfaction on Employee Performance

Based on Table 4.18, it can be seen that the original sample estimate value of the Job Satisfaction variable on the Employee Performance variable is positive, which is 0.592. Then, it can be seen that the t statistic is  $4,569 \geq 1.96$  (Ghozali, 2014) so it can be said to have a significant effect. Thus, the hypothesis H4 in this study is accepted. In conclusion, Job Satisfaction has a positive and significant effect on Employee Performance. This shows that if the employee's job satisfaction is getting better, the employee's performance will increase

e) *Organizational Citizenship Behavior* on Employee Performance

Based on Table 4.18, it can be seen that the original sample estimate value of the Organizational Citizenship Behavior variable on the Employee Performance variable is positive, namely 0.456. Then, it can be seen that the t statistic is  $3,458 \geq 1.96$  (Ghozali, 2014) so it can be said to have a significant effect. Thus, the hypothesis H5 in this study is declared Accepted. In conclusion, Organizational Citizenship Behavior has a positive and significant effect on employee performance. This shows that if the employee's Organizational Citizenship Behavior is getting better, the employee's performance will increase

#### 4.4. Discussion of Research Results

##### 4.4.1. Effect of Job Involvement on Organizational Citizenship Behavior

The results showed that Job Involvement has a positive and significant effect on Organizational Citizenship Behavior. Work involvement in good performance will give rise to OCB. This means that high work involvement can encourage high employee OCB in the organization, and vice versa, low work involvement can create low employee OCB. Employees who have high work involvement, these employees will really take their work seriously. Conversely, if employees are less involved in their work, these employees only work routinely. So that if employees have good work involvement, OCB will also increase.

#### **4.4.2. Effect of Job Satisfaction on Organizational Citizenship Behavior**

The results showed that Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior. OCB can simply be said to be an individual behavior rooted in his willingness to contribute beyond his core role or duties to his company. This behavior is carried out, whether consciously or unconsciously, directed or not, in order to provide benefits and benefits to the company. Job satisfaction is a positive feeling about a job which is the result of an evaluation of several characteristics. A person with a high level of job satisfaction shows a positive attitude towards his job. Satisfied employees will be more able to speak positively about the organization, help others and far exceed the normal expectations of their job. The results showed that the level of OCB was the result of the level of job satisfaction that was running. The results of this study are in line with previous research conducted by Nurnaningsih (2017) and Azwar, et al (2019) that Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior.

#### **4.4.3. The Effect of Job Engagement on Employee Performance**

The results showed that job involvement has a positive and significant effect on employee performance. Employees who are not involved in participating in the organization will assume that work is not important for self-esteem and do not have an emotional attachment to the organization which in turn has a negative impact on decreased performance. When employees are given the opportunity to contribute through ideas and suggestions in making a decision, which can increase the performance that employees are involved in making optimal decisions. If employees will be involved in their work, then their performance will be better for the overall organizational performance in the organization where they work. The results of this study are in line with previous research conducted by Septiadi,

#### **4.4.4. The Effect of Job Satisfaction on Employee Performance**

The results showed that job satisfaction has a positive and significant effect on employee performance. Job satisfaction is an emotional attitude or feeling that is fun and loves his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed at work, outside work, and a combination of inside and outside work. Employee performance is said to be good, if the job satisfaction felt by employees is also getting better. In other words, good employee performance can be influenced by job satisfaction in employees. Thus job satisfaction in a company is needed to boost employee performance. The results of this study are in line with previous research conducted by Putrana, et al (2016) and Isnaini,

#### **4.4.5. Effect of Organizational Citizenship Behavior on Employee Performance**

The results of this study indicate that Organizational Citizenship Behavior has a significant effect on employee performance. Organizational Citizenship Behavior will have a positive impact, especially for the development of company performance, which in turn will make the organizational culture develop in a better direction and make the organization or company gain benefits or outcomes that are the basis of company or organizational goals and in subsequent developments feedback will arise. mutually beneficial between the organization and employees. The results of this study are in line with previous research conducted by Rahayu (2018) and Suzana (2017) that the Organizational Citizenship Behavior has a significant effect on Employee Performance

## **V. CONCLUSIONS AND SUGGESTIONS**

### **5.1. Conclusion**

Based on the research results, the conclusions obtained are as follows:

1. Job Involvement has a positive and significant direct influence on Organizational Citizenship Behavior. This shows that if the employee's work involvement is getting better, the Organizational Citizenship Behavior will increase.
2. Job Satisfaction has a positive and significant direct influence on Organizational Citizenship Behavior. This shows that if employee job satisfaction is getting better, then the Organizational Citizenship Behavior will increase.
3. Job Involvement has a positive and significant direct effect on employee performance. This shows that if the employee's work involvement is getting better, the employee's performance will increase.
4. Job Satisfaction has a positive and significant direct effect on employee performance. This shows that if employee job satisfaction is getting better, then employee performance will increase.
5. *Organizational Citizenship Behavior* has a positive and significant direct influence on employee performance. This shows that if the employee's Organizational Citizenship Behavior is getting better, the employee's performance will increase.

## 5.2. Suggestion

Based on these conclusions, the suggestions that can be given by researchers are as follows:

1. It is recommended for the University of Muhammadiyah Jakarta to further improve and evaluate the level of employee work involvement, to make it even better. Encouraging employees to have a deeper bond between employees and their jobs, among others, by providing motivation from their superiors in order to foster an attitude that work is important for self-esteem, and to help employees find the meaning and purpose of their work.
2. To further improve and maintain the Organizational Citizenship Behavior (OCB) behavior of employees, and further improve relationships between colleagues.
3. To create satisfaction at work, it should be necessary to increase again in giving bonuses / rewards to employees in achieving the desired performance or work performance obtained by employees.

## 5.3. Research Limitations

This research has been conducted and endeavored in accordance with scientific procedures, but in the current conditions of the Covid-19 pandemic, researchers have limitations in research, namely in data collection and the time of research where it is carried out online.

### 5.3.1. Further Research Development

1. In this study only focuses on the effect of job involvement and job satisfaction on Organizational Citizenship Behavior (OCB) and employee performance. For further research, it is hoped that other variables can be analyzed such as leadership style, job loyalty, work environment, work culture, and others.

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