

# Determinants of Organizational Citizenship Behavior and Its Implication Towards Employee Performance

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**Abstract**— Organizational Citizenship Behavior is highly related to voluntary behavior of the employees, which can increase organization's productivity and effectiveness. This study aims to analyze the determinants of Organizational Citizenship Behavior (OCB) and its implication towards employee performance. We test whether organization commitment and job satisfaction have an effect on OCB and we further examine how these variables affect employee performance. The sample of this study is hotel employees that are the member of Indonesian Hotel and Restaurant Association, with the total sample of 302 respondents. The data is obtained through survey and further analyzed using Structural Equation Model. The results show that organizational commitment and job satisfaction have a significantly positive effect on OCB. It is also found that along with OCB, organizational commitment and job satisfaction have a positive effect of employee's performance. The findings of this study give contribution to the hotel management in increasing employee's OCB. It is shown that the OCB can be increased when the employee's value and company values are similar. It is also shown that employee performance can be increased through regular promotion opportunity among the workers.

**Keywords**— *organizational commitment, job satisfaction, organizational citizenship behavior, employee Performance*

## I. INTRODUCTION

Employees or employees are the most important element in determining the progress of a company. Therefore, to achieve company goals, employees are needed in accordance with the requirements of the company, and must also be able to carry out the tasks determined by the company. Every company will always strive to improve employee performance, in the hope that the company's goals will be achieved. Employees' abilities are reflected in their performance, good performance is optimal performance reflected in the work of employees. Employee performance is one of the capital for the company to achieve its goals. Therefore, employee performance is something that should be considered by all company leaders.

The high performance of human resources (employees) will encourage the birth of Organizational Citizenship Behavior (OCB), which is behavior that exceeds what the company has standardized to its employees. Generally, OCB can arise from various factors in the organization, including

job satisfaction and employees' commitment. Job satisfaction can arise if their expectations are fulfilled, one of their expectations as employees is to get a fair salary or payment, or the reward system provided by the company is very feasible. It is clear that, when employees feel the reward system is given very fairly and appropriately, the employees will feel satisfy with the work they do. This will encourage employees to work optimally and create sportsmanship in completing their work, even doing a number of positive things that may be outside their duties, this attitude is what OCB means.

On the other hand it can be believed that, if employees feel and have job satisfaction which is the impact of the suitability of the reward system they receive, it will build a quality atmosphere of life for them, which will affect OCB. Empirical facts are shown from the results of Kashani's (2012: 23) study which states that the quality of work life has a significant effect on OCB. Another fact stated through the research of Asgari, Teleghani, and Abadikhah (in Sihombing 2015: 9) shows that the quality of work life has a significant effect on OCB.

The treatment of employees from the manager is based on the managers' understanding of commitment, job satisfaction and dissatisfaction that the employee will quit if they feel dissatisfaction. That is, when an employee gets job satisfaction and has a high commitment to the organization, employees will provide good service and vice versa, when employees do not experience satisfaction, the services provided to consumers can be unsatisfactory. Job satisfaction is defined as a person's emotional response to aspects in or throughout their work. The emotional state or attitude of a person will be shown in the form of responsibility, attention and performance development.

Companies engaged in hospitality in carrying out their business are required to have good management skills, sensitive to changes that occur in the environment and able to find a breakthrough to overcome all obstacles that occur. One of the problems faced by the company today is that employee performance is still not optimal. Often company leaders do not understand the aspects that underlie employee performance. As a result the lack of understanding of this arises from the gap between employees and management. The gap is that management feels that it has given the best assessment for employees, while employees still feel that

they have not received their rights optimally after they carry out the tasks that have been given by the company.

Hotels as one of the businesses engaged in services have the obligation to guarantee the quality of services that directly or indirectly affect consumers. Hotels in Palembang, which are members of the Indonesian Hotels and Restaurants Association (PHRI) always try to provide the best quality of service to consumers. However, until now the problem faced by hotels is on how to the employees have not done their jobs optimally. Employees who deal directly with consumers have a large duty and responsibility to maintain quality of service to prevent customer's complaints.

Based on the above explanation, the research problems are as follow:

1. How big is the influence of organizational commitment, employee satisfaction on organizational citizenship behavior, partially and simultaneously, on hotel staff members of the Indonesian Hotels and Restaurants Association in Palembang?
2. Are there any partial and simultaneous influence of Organizational Commitment, job satisfaction and organizational citizenship behavior on employee performance on hotel staff members of Indonesian Hotels and Restaurants Association in Palembang

## II. THEORETICAL FRAMEWORK

Organizational citizenship behavior (OCB) and employee performance have become important and developed as research studies over the past two decades. A number of empirical studies have identified the consequences and behavioral antecedents of these two variables. This study intends to analyze the influence of Organizational Commitment, Job Satisfaction, Organizational Citizenship Behavior (OCB) and Employee Performance. Therefore, a comprehensive model that includes, job satisfaction, organizational commitment, organizational citizenship behavior (OCB) and employee performance was developed in this study. This study examines the influence of Organizational Commitment on organizational citizenship behavior, the effect of job satisfaction on organizational citizenship behavior, Organizational Commitment and job satisfaction on organizational citizenship behavior, Organizational Commitment and organizational citizenship behavior on employee performance, job satisfaction and organizational citizenship behavior on employee performance, influence organizational citizenship behavior towards employee performance, and the influence of Organizational Commitment, job satisfaction and organizational citizenship behavior on employee performance.

### *A. The Effect of Organisation Commitement on OCB*

Commitment is a condition where an individual siding with the organization and its goals and desires to maintain its membership in the organization. The concept of Organizational Commitment develops in the initial study of individual loyalty that is expected to exist in employees. A

very close work attachment is a condition that is felt by employees, giving rise to strong positive behavior towards the work organization that is owned. A form of strong work bond is not passive loyalty, but also involves an active relationship with work organizations that have the goal of providing all efforts for the successful implementation of organizational goals. It means that employees who have high commitment will make every effort to achieve organizational goals. If organizational goals are achieved, organizational performance will be better.

Organizational Citizenship Behavior is a form of behavior that is an individual choice and initiative, not related to the formal reward system of an organization but it increases organizational effectiveness. This means that the behavior is not included in the work requirements or employee job descriptions so that if not displayed, no punishment is given. Committed employees will carry out the tasks that have been given even when their expectations are not fulfilled while still carrying out their duties (Kwantes, 2003). That is, when there is little hope of formal rewards, commitment determines organizational citizenship behavior. Liu (2009) also explained that participation in voluntary behavior such as organizational citizenship behavior is a behavioral response from affective commitment. The importance of building OCB in the work environment is inseparable from how the commitment is in the employee. The Organization's commitment is the driving force in creating OCB within the organization. Organizational Commitment shows strong confidence and support for the values and goals that the organization wants to achieve. Organizational Commitment is one of the important factors that influence the creation of OCB in the organization (Gautam, 2005).

Riketta (2008) investigated work attitudes (ie, job satisfaction and affective organizational commitment) that supported performance and found that affective commitment had a weak but significant influence on performance (organizational citizenship behavior). Although the main motive is involved in organizational citizenship behavior because of high affective commitment to do so, it involves social, cultural, and contextual norms that are part of normative commitment. Employees with high normative commitment are expected to be involved in organizational citizenship behavior because of the fulfillment of their obligations and beliefs that this is true to do. That is, moral factors that might encourage employees to engage in informal behavior that contributes to organizational effectiveness (Cohen & Karen, 2008).

### *B. The Effect of Job Satisfaction on OCB*

Robbins (2007) explains that job satisfaction is an individual feeling generally associated with work. Positive or negative feelings about work are the result of an internal evaluation process in a person. Job satisfaction can give rise to a pleasant or unpleasant feeling that is felt by individuals towards their work conditions. In this case it can be understood that job satisfaction can direct the behavior of individuals in carrying out their work. Rivai (2004) argues that job satisfaction is one of the most important factors that can shape organizational citizenship behavior (OCB).

The assumption that job satisfaction is the main determinant of OCB is very logical (Rivai, 2004). It is understood that when employees feel satisfied there is a tendency for employees to speak positively about the organization, help coworkers, and make their performance beyond normal estimates, even more so that satisfied employees are more obedient to the call of duty, because they want to repeat the experience their positive experience (Robbins, 2007). In general, the influence between job satisfactions on OCB can be illustrated that employees who are satisfied with their work expect good rewards and performance, have good relationships with colleagues, feel safe in their work environment and continue their work proudly and thoroughly in the organization.

Intraprasong, Dityen, Krugkrunjit, and Subhadrabandhu (2012) research with the object of higher education employees in Thailand showed that job satisfaction had a significant effect on organizational citizen behavior. Studies conducted by Lapierre and Hackett (2007), and Bowling (2010) also provide support, which states that job satisfaction has a positive effect on organizational citizenship behavior. Hasan Basri (2007) suggests that there is a significant positive relationship between job satisfactions with OCB. Kelana (2009) suggests that job satisfaction is the most dominant variable influencing OCB.

#### *C. The Effect of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behavior*

Organizational Citizenship Behavior can arise from various factors in the organization, including because of the work satisfaction of employees and high organizational commitment (Robbin and Judge, 2007). When employees feel satisfy with the work they do, then the employee will work optimally in completing the work, even doing some things that might be outside of his duties. Likewise when someone has a high commitment to his organization, then that person will do anything to advance his company because of his belief in his organization (Luthans, 2006). When a person gets job satisfaction and has a high commitment to the organization, employees will provide good service and vice versa, when employees alone do not experience satisfaction, the services provided to consumers.

Job satisfaction is defined as a person's emotional response to aspects in or in the overall work. An emotional state or attitude of a person will be shown in the form of responsibility, attention, and the development of his performance. Organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. An individual who has a high commitment is likely to see himself as a true member of the organization. Employees who are satisfied from their work will generally respond with positive behavior, including organizational citizenship behavior. Along with job satisfaction, organizational commitment is often cited as an antecedent of organizational citizenship behavior (Ngunia et al., 2006). This is based on the opinion that more committed employees will engage in behaviors that increase their value and support the organization. Thus, a positive relationship between organizational commitment and organizational citizenship behavior is something that can be proven.

#### *D. The Effect of Organisation Commitment on Employee Performance*

Organizational Commitment seems to be an important factor in achieving organizational success. Individuals with a low level of commitment do the work according to the tasks assigned by the company. They don't place the heart in their work and organizational mission. They seemed more concerned with personal success than the overall success of the organization. People who are less committed are also more likely to see themselves as outsiders and do not feel they are members of an organization. An attractive job offer in another place is very likely to result in their transfer. Conversely, employees with high commitment to an organization will see themselves as an integral part of the organization. Whatever threatens the organization is a danger to them too. Work is like this being creative and engaging in organizational and organizational values, and constantly thinking about ways to do their work better. In essence, employees will commit to working for organizations that are considered part of their property.

Robbins (2001: 140) states that commitment to the organization is defined as a situation in which an employee sides with a particular organization and its objectives, and intends to maintain membership in that organization. According to Mangkunegara, (2006: 67), performance is the result of work in the quality and quantity achieved by an employee in carrying out the tasks assigned to him. Organizational Commitment will not grow by itself, there is a significant relationship between commitment and performance, if high or low organizational commitment will have an impact on: 1) employees; for example on the performance and career development of employees in the organization; (2) Organization; leaders who are highly committed to the organization will lead to high organizational performance, reduced absenteeism, employee loyalty and so on.

The strong link between commitment and performance is due to the desire and readiness of employees in the organization to be empowered by accepting various challenges and responsibilities. In the world of work, a person's commitment to his profession and workplace organization is often a very important issue. Even some organizations dare to include elements of commitment as one of the requirements for holding positions or positions offered in job advertisements, this shows the importance of commitment in the world of work.

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

Cecelia (2006) states that job satisfaction can be understood through three aspects. First, job satisfaction is a form of workers' response to the work environment conditions. Second, job satisfaction is often determined by the results of work or performance. Third, job satisfaction is related to other attitudes and is owned by every worker. Smith et al., (2005) in more detail presents various dimensions of job satisfaction which are then developed into measuring instruments for variable satisfaction with (1) attracting or not the type of work done by workers, (2) the

amount of compensation received by workers, (3) opportunities for promotion, (4) the ability of superiors to provide technical assistance and behavioral support, and coworker support.

Wood et al., (2012) stated that pleasure is related to emotional feelings about whether someone feels good or bad about work. Job satisfaction, where traditionally the emphasis in the involvement literature has been placed, focuses only on the dimensions of pleasure. Thus, it does not depend on passion, which can lead to positive or negative feelings. work related to anxiety-comfort may have a more positive impact on union arrangements on two of our three economic outcomes, financial performance and quality. According to Tadisina et al., (2001), job satisfaction explains how floating employees come to work and how they can be enforced to do their work. Incentive, reward and key recognition parameters at present. Motivation programs according to most organizations as a successful binding factor with employee performance. Bull (2005) argues that when employees experience success in work that mentally challenges them to exercise their skills and abilities, they experience a greater level of job satisfaction.

#### F. The Effect of OCB on Employee Performance

The link between OCB and performance cannot be separated. Frankl in Ginanjar (2001) said that humans have what they need to live except for reasons to live. They get what they need but without meaning can be interpreted, that humans or corporations today need "meaning and value" in every step of their lives. People who have OCB usually want to do something that is beyond their responsibility for the common good or organization. This they do with full awareness and without expecting rewards. All that is done is not only for materialistic or worldly interests, but there are other things that can satisfy their inner or spiritual satisfaction.

Kilinc and Ulusoy (2014) stated that there was a significant positive relationship between employee performance and conscientiousness, civic virtue and altruism dimensions of organizational citizenship behavior. The relationship between employee performance and courtesional dimensions of organizational citizenship behavior is not significant. While a significant positive relationship was observed between employee performance and prosocial silence, then quiescent silence and defensive silence did not significantly contribute to employee performance. Maharani, Troena and Noermijati's (2013) study states that citizen behavior directly affects employee performance.

#### G. The Effect of Organisation Commitment, Job Satisfaction and OCB on Employee Performance

The concept of organizational citizenship behavior was initially understood from an interest as a consequence of satisfaction behavior in work, which is considered to have important implications for organizational effectiveness (Motowidlo, 2001). Employee organizational commitment

will increase if they have better job satisfaction, and they are willing to make more efforts for the organization and do more organizational citizenship behavior at the same time (Paulin, 2006).

Mathieu and Zajac (1990) in James et al., (2007) asserted that committed employees have more roles and behaviors of creativity and innovation that will be displayed. This will make an organization more competitive. Meyer and Allen (1997) in (James et al., 2007) found that committed employees have a higher tendency to stick to their jobs. Various studies have consistently supported that an increase in organizational commitment is positively related to individual actions such as a decrease in intentions to find new jobs and reduce the intention to change jobs. Maharani, Troena and Noermijati (2013) stated that job satisfaction and citizen behavior organizational have a significant effect on employee performance.

The research framework described above can be described in the form of the research model as follows:

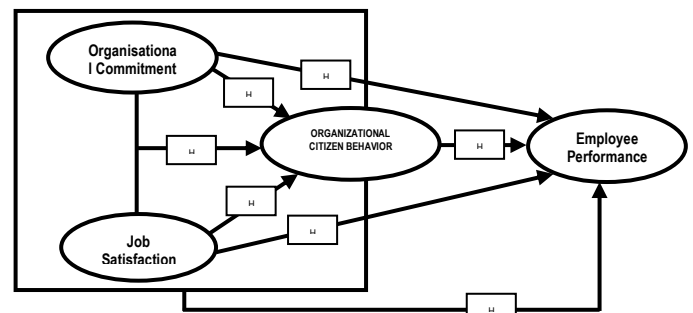


Figure 1. Research Framework

#### H. Research Hypothesis

The research hypothesis are as follows:

1. There is an effect of Organizational Commitment, job satisfaction on organizational citizenship behavior, partially and simultaneously, on hotel staff members of Indonesian Hotels and Restaurants Association in Palembang
2. There is a partial and simultaneous influence of Organizational Commitment, job satisfaction and organizational citizenship behavior on employee performance on hotel staff members of Indonesian Hotels and Restaurants Association in Palembang

### III. METHODOLOGY

This study uses quantitative research approaches, meaning that the data and analysis are based on the numbers which are then calculated statistically, so that the results and conclusions of results are based on statistical analysis, this research method is called explanatory research or research method to obtain a description, description systematically, factually and accurately regarding facts, facts and the relationships between the variables under study (Sekaran and Bougie, 2011: 123)

The unit of analysis of this research is individuals, namely employees of PHRI hotel members in Palembang, South Sumatra. This research is cross-sectoral which means information from a part of the population (sample of respondents) collected directly at the scene empirically in order to find out the opinion of some of the population on the object being examined, in line with what was stated by Sekaran (2003: 161).

In this study, the population is employees of 3-star and 4-star hotels members of the PHRI in Palembang totaling 2,915 people. By using the Slovin formula, the sample (unit of analysis) is 302 employees by dividing it proportionally random sampling.

The variables used in this study are: exogenous variables or independent variables, namely organizational commitment (KO) with the dimensions of Affective commitment, Continuance commitment and normative commitment and job satisfaction with dimensions of payment of salaries, jobs, co-workers, promotions and supervisors. While the intervening variable is Organizational Citizenship Behavior with dimensions of common interests, wisdom, awareness, obedience, sportsmanship behavior and endogenous variables (independent variables) are employee performance with dimensions of work quantity, work quality, job knowledge, creativity, cooperation, dependency personal initiative and quality.

Questionnaires are created using a Likert scale with five alternative answers, namely: strongly agree / always (score 5), agree / often (score 4), hesitant / rare (score 3), disagree / sometimes (score 2), and strongly disagree / never (score 1). The questionnaire was first tested to find out the validity and reliability. The modeling approach and the exit technique that is used as an analytical tool (tool of analysis) in this study is to use structural Equation Model (SEM) and LISREL Software methods. Before getting the full SEM model, then do the data nomination test, measurement or estimation of the Confirmatory Factor Analysis (CFA) model.

**IV. RESULTS AND DISCUSSIONS**

**A. Validity Test**

Validity testing in this study was conducted to find out whether the measurement tools that have been compiled actually measure what needs to be measured (Cooper & Schindler, 2011) The testing tool commonly used is by testing the product moment model correlation Karl Pierson (Hair et.al, 2010). The criteria for measuring the validity coefficients of each factor are positive and the magnitude if  $\geq 0.361$ , the factor can be said to have a strong construct. All items in this study ranged from 0.478 - 0.894  $> 0.361$  said to be valid, meaning that the instrument can be used as a measuring tool on all variables.

**B. Reliability Test**

Reliability testing is done to determine the level of consistency of measurement results, if repeated measurements of the same symptoms and measuring

instruments, this means that the test is to determine whether the data collection tool (research instrument) shows the level of accuracy, stability and consistency in expressing certain symptoms and groups individual. The consistency of the measuring instrument or the reliability level of the measuring instrument is processed with Cronbach's Alpha with a minimum acceptable value of 0.70 (Hair, et.al, 2010). All reliability values of this research variable  $> 0.70$ , so it is said to be reliable.

**C. Data and Model Analysis**

*Data Normality*

Normality test aims to test whether in the dependent regression model variables and independent variables both have normal distribution or not. To find out whether the data used in this study is normally distributed in a multivariate manner, it can be done by observing the results of skewness and kurtosis values. According to Ghazali (2008) if the Chi Square value on skewness and kurtosis is greater than the Chi Squaretable value at the 0.05 significance level or the P-Value value is greater than 0.05, the multivariate data distribution is normally distributed. The P-Value value shown by Skewness size Kurtosis and the combination of Skewness and Kurtosis is greater than 0.05, this means that the data is stated to have a fairly good level of normality, so that data analysis can be continued

**D. Full Model Analysis of Structural Equation Model**

Some experts include Ghazali (2008), Wijanto (2008), Waluyo (2011), Wijaya (2009) and Widarjono (2010), argue that overall Goodness of Fit (GOF) can be assessed based on a minimum of 5 (five) criteria. In empirical research, a researcher is not required to fulfill all the criteria of goodness of fit, but depends on the judgment or decision of each researcher. Latan (2012) quotes the opinion of Hair et al. (2010) which states that the use of 4 to 5 Goodness Of Fit criteria is considered to be sufficient to assess the feasibility of a model, provided that it represents each criterion of Goodness Of Fit, namely Absolute Fit Indices, Incremental

No	Criteria	Critical Value	Result	Description
1	Significance probability $X^2$ -chi square	$\geq 0,05$	0,00	MarginalFit
2	RMSEA	$\leq 0,08$	0,08	Good Fit
3	GFI	$\geq 0,90$	0,94	Good Fit
4	AGFI	$\geq 0,90$	0,91	Good Fit
5	CFI	$\geq 0,90$	0,94	Good Fit
6	NNFI/TLI	$\geq 0,90$	0,93	Good Fit
7	NFI	$\geq 0,90$	0,91	Good Fit
8	RMR	$\leq 0,05$	0,04	Good Fit

Fit Indices and Parsimony Fit Indices. The results of the Full Model test can be seen in Table 1.

Table 1. Gof value in full model

Source: Ouput Lisrel 8.70.

E. Hypothesis Testing

Briefly the results of this study can be seen through Figure 2 and 3 of the Full Model as follows:

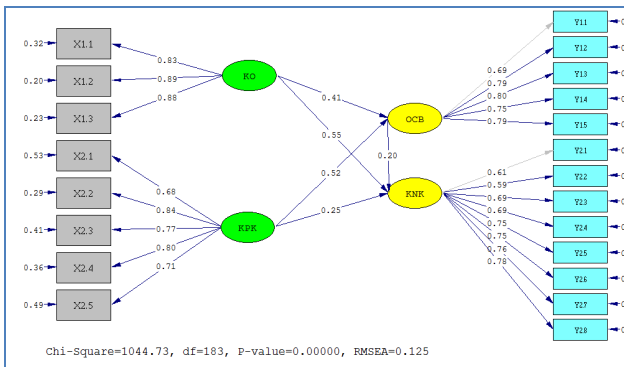


Fig 2. Full Model Structure (Standardized Model)

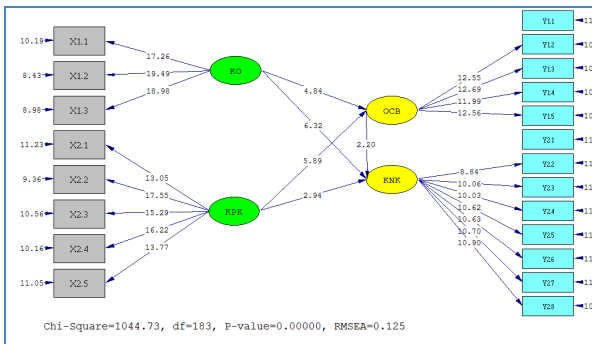


Fig 3. Full Model Structure (t-Value)

Based on Figure 2 and Figure 3 above, the next parameter will be given structural  $\beta$  (loading factor / dimensional coefficient) parameters on both exogenous and endogenous models. This test is intended to determine the causal relationship or the influence of one latent variable on other latent variables, whether or not the indicator is strong from each latent variable (construct)

Based on figures 1 and 2 and table 3, hypothesis testing can be explained as follows:

H1: The Effect of Organisational Commitment on OCB

Based on the test results it can be seen that the t-value is bigger than t-table indicating that the result is positive and significant. This positive value shows that the increase in organizational commitment will increase the OCB and vice versa, therefore, the hypothesis is accepted. This result is inline with Khan and Rashid (2012) that found a positive and significant effect of organizational commitment on OCB. This is also support the findings of Gautam et al (2005) and Meyer et al (2002) that points out affective and normative commitment have a significant relation to OCB.

The dimensions that most strongly reflect organizational commitment are continuance commitment dimensions, with a loading factor of 0.89. This is supported by the responses of respondents who stated “very good” with mean value of

4.3, meaning that respondents would commit if the organizations where they work had promising prospects.

H2: The Effect of Job Satisfaction on OCB

In test results of Hypotesis 2, it can be seen that the t-value is bigger than t-table indicating that the result is positive and significant. This positive value shows that the increase in job satisfaction will increase OCB and vice versa, therefore, the hypothesis is accepted. This result supports Intraprason et al (2012) that states there is a positive and significant effect of job satisfaction on OCB. Moreover, Lapierre dan Hackett (2007) and Bowling (2010) also share similar result that job satisfacion has a positive effect on OCB. Furthermore, Basri (2007) states that there is a positive and significant relationship between job satisfaction and OCB.

The dimensions that most strongly reflect job satisfaction is job with a loading factor of 0.84, while the other dimensions that reflect OCB is dimensions of awareness with a factor loading value of 0.80. This is supported by descriptive statistical data that the respondent state ‘good’ is 3.48.

H3: Simultaneous Effect of Organisational Commitment and Job Satisfaction on OCB

Based on the results, the following model is obtained:

$$OCB = 0.41 * KO + 0.52 * KPK, Errorvar = 0,22 R^2 = 0.78$$

Based on the structural equation, the loading factor for Organisation Commitment on OCB is 0.41 and the loading factor for Job Satisfaction on OCB is 0.52. Based on Figure 2, the f-value of organizational commitement and job satisfaction on OCB is 668,25 > 3,8, therefore, it can be said that the result is significant. This indicates that organizational commitment and job satisfaction, simultaneously have a positive and significant effect on OCB. Therefore, hypothesis 3 is accepted. The result supports Ozturk (2010) dan Unuvar (2006) that states job characteristics, job satisfaction and organisational commitment have an effect on OCB. The joint contribution of the organizational commitment variable and employee job satisfaction to OCB is 78% and the remaining 22% is influenced by other factors, such as leadership, organizational culture, and work environment. Thus, it can be concluded that OCB hotel staff members in Palembang are influenced by the time efficiency and level of work attendance for employees themselves and related to the dimensions of work awareness.

H4: The Effect of Organisational Commitment on Employee Performance

Based on Figure 2, it can be seen that the t-value is bigger than t-table indicating that the result is positive and significant. This indicates that organizational commitment has positive and significant value on the employee performance. The magnitude of the direct influence of organizational commitment on employee performance is

equal to 0.55, meaning that this hypothesis is accepted. This result is inline with Khan (2010) that suggest manager to give attention on organizational commitment to increase employee performance and organization productivity. The most dominant dimensions of forming organizational commitment are continuance commitment dimensions, while dominant employee performance shapes employee performance.

#### *H5: The Effect of Job Satisfaction on Employee Performance*

Based on Figure 2 and 3, t-value is bigger than t-value indicating that there is a positive and significant effect of job satisfaction on employee performance. The magnitude of the direct influence of organizational commitment on employee performance is equal to 0.25, meaning that this hypothesis is accepted. This result is inline with Humphrey (2009) that states incentive system, job satisfaction and organizational commitment have a positive effect on employee performance.

#### *H6 : The Effect of OCB on Employee Performance*

Based on Figure 2 and Figure 3, it turns out that the t-value of the effect of OCB on employee performance is  $2.20 > 1.96$ , so that it can be said to be significant, indicating that the higher the OCB of employees at PHRI member hotels in Palembang, the higher employee performance will be. The dominant dimension that forms employee OCB is the dimension of awareness, so the hypothesis 6 is accepted. The results testing of hypothesis 6 in this study are in line with Maharani, Troena, Noemijati (2013) research which states that OCB directly affects employee performance.

#### *H7 : The Effect of Organisational Commitment, Job Satisfaction and OCB on Employee Performance*

Based on the results, the following model is obtained:

$$KNK = 0.20*OCB + 0.55*KO + 0.25*KPK, Errorvar = 0,11 R^2 = 0,89$$

Based on the equation above, it can be seen that coefficient path of organizational commitment on employee performance is 0.55 and the coefficient for job satisfaction on employee performance is 0.25 while the coefficient of OCB is 0.2. Based on the results, it can also be concluded that organizational commitment, job satisfaction and OCB are significant. Therefore, simultaneously, organizational commitment, job satisfaction and OCB have positive and significant effect on employee performance, indicating that, hypothesis 7 is accepted. As for the contribution of the three variables together is 89% in which, the remaining 11% is influenced by other factors not included in this study.

Thus, it can be concluded that the performance of PHRI hotel employees in Palembang is positively influenced by organizational commitment, job satisfaction, and OCB, but partially the dominant influence is only from organizational commitment variable on employee performance, meaning that variable OCB does not become a full mediation on employee performance, because the effect of OCB (0.20) is

smaller when compared to the influence of organizational commitment (0.55). This research is in line with the research of Clinic and Ulusoy (2014), which states that OCB and organizational commitment have a positive and significant effect on employee performance.

#### *Direct and Indirect Effect*

Based on Figure 2 and Figure 3 it can be seen that the indirect effect between the influence of organizational commitment on employee performance through OCB is  $0.41 \times 0.20 = 0.082$ , but the direct influence of organizational commitment on employee performance is  $0.55 \times 0.55 = 0.3025$ , or has a contribution of 0.3025 so that organizational commitment can improve employee performance through OCB at 0.082 (partial mediating).

The indirect influence of employee satisfaction on employee performance through OCB as a mediating variable is  $0.52 \times 0.20 = 0.104$  or indirectly, employee job satisfaction affects employee performance through OCB with a contribution of 0.104, while the direct influence of employee job satisfaction on employee performance amounting to  $0.25 \times 0.25 = 0.0625$  or has a contribution of 0.0625 so that job satisfaction can improve employee performance if through organizational commitment of 0.104 (full mediating).

#### *Managerial Implication*

To improve the Organization Citizenship Behavior (OCB) of PHRI hotel employees in Palembang, which is dominantly formed by the dimension of awareness, it is necessary to increase organizational commitment, especially in the continuance commitment dimension and the increase in employee job satisfaction, especially in the work dimension. Meanwhile, in improving employee performance, especially the dimensions of personal quality, it can be improved and achieved, if each policy maker at the member hotel of the Indonesian Hotels and Restaurants Association in Palembang can focus more on improving and enhancing organizational commitment with continuance commitment dimensions, increasing employee work satisfaction, especially in the dimensions work and synergized with Organization Citizenship Behavior (OCB) with a dimension of awareness, without ignoring other dimensions

## V. CONCLUSION

Organizational commitment and job satisfaction proved to have a positive and significant effect both partially and simultaneously on Organizational Citizenship Behavior. Organizational commitment, employee job satisfaction and Organizational Citizenship Behavior partially and simultaneously proven to have a positive and significant effect on employee performance.

#### *Recommendation*

It is expected that further research will examine other factors that can play a role in improving employee performance, such as aspects of leadership, corporate culture, and the role of the work environment and sociological aspects of employees. This research was conducted on

private companies engaged in services, of course it will be a little different the result if research like this is done on manufacturing companies or in government agencies, the authors hope there are other researchers to conduct research on different objects.

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