

## THE MEDIATION OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR THE EFFECT OF ORGANIZATIONAL COMMITMENT ON WORK PERFORMANCE OF EMPLOYEES IN BAWEN DISTRICT, SEMARANG REGENCY

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<i>PAPER INFO</i>	<i>ABSTRACT</i>
<i>Received:</i> 14 <sup>th</sup> <i>January 2023</i>	This study aims to examine the Mediation of Organizational Citizenship Behavior the Effect of Organizational Commitment on Work Performance of Employees in Bawen District, Semarang Regency. The population of this research is employees in Bawen District. Where the sample that will be used as respondents in this study is Bawen District Employees with a total of 31 respondents. The sampling technique is saturated sampling. The types of data used are primary and secondary. Data collection methods are questionnaires and documentation. The analytical technique used is Path Analysis. The results of the calculation show that the indirect effect of Organizational Commitment on Work Performance through OCB is smaller than the direct effect of Organizational Commitment on Work Performance, so it can guarantee that OCB is not able to become a variable that mediates Organizational Commitment to Work Performance. This shows that the tendency of Organizational Commitment to work will not affect the OCB and from the OCB obtained, it will not affect the Work Performance applied by the employees
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### INTRODUCTION

State Civil Apparatus (ASN) as regulated in the ASN Law no. 5 of 2014 is a law that regulates the profession of civil servants and government employees with work agreements working for government agencies (Ramadhani and Joesoef 2020). In the development of human resources for State Apparatus in 2012, ASN has limited strength and capabilities because the principle of merit is not implemented effectively in ASN management (Noors 2019). It is indicated by low integrity, capacity building is not implemented, and welfare is low and unfair. Towards 2025, especially after the enactment of the ASN Law, the state apparatus has world-class professional strength and capabilities, has high integrity, is non-partial in carrying out tasks, has high culture, and is trusted by the public with the support of superior human resources under the leadership of the president (Abdussamad 2020).

According to Mangkunegara, work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him (Mangkunegara and Prabu 2009).

The role of organizational commitment from ASN employees and government employees is needed where organizational commitment is an effective response to the organization (Robbins and Judge 2008). According to (Mangkunegara and Prabu 2009) Organizational commitment is a condition in which an employee sided with an organization and its goals, and intends to maintain its membership.

In the same context, in addition to organizational commitment from ASN and government employees is organizational citizenship behavior or organizational citizenship behavior where proportional behavior or extra actions that exceed the description of the roles specified in the organization are referred to as organizational citizenship behavior (Hasanah 2020). Therefore, organizations have an interest in the development of human resources who have organizational citizenship behavior.

Based on observations in early October 2019 at the Bawen District Office, Semarang Regency. There are findings including organizational commitment where 2 out of 5 employees in Bawen District tend to pay less attention to their organization where when there are problems encountered such as reports on work program activities it is not their responsibility. The organization also has not received loyalty from the responsibility of doing its duties. For OCB, 1 out of 5 employees in Bawen District tends to carry out activities or activities that are less voluntary at work.

Based on the background of the problems that the researchers encountered and researched, the researchers took the title **“Influence Of Organizational Commitment On Employee Achievement With Ocb (Organization Citizenship Behavior) As Intervening Variables In Bawen District, Semarang Regency”**

### **Literatur Review**

#### 1. Organizational Commitment

Organizational Commitment according to (Allen and Meyer 1990) in (Prasetyono and Kompyurini 2007), three components affect organizational commitment, so employees choose to stay or leave the organization based on the norms they have. The three components are : (Meyer et al. 2002)

- a. Affective commitment is related to the desire to be bound to the organization. Individuals stay in the organization of their own volition. The key to this commitment is to want to.
- b. Continuance commitment is a commitment based on rational needs. In other words, this commitment is formed based on profit and loss, considering what must be sacrificed if you will stay in an organization. The key to this commitment is the need to persist.
- c. Normative Commitment is a commitment based on the norms that exist within the employee, containing individual beliefs about responsibility for the organization. He felt he had to survive because of loyalty. The key to this commitment is the obligation to stay in the organization (ought to).

#### 2. Organization Citizenship Behavior (OCB)

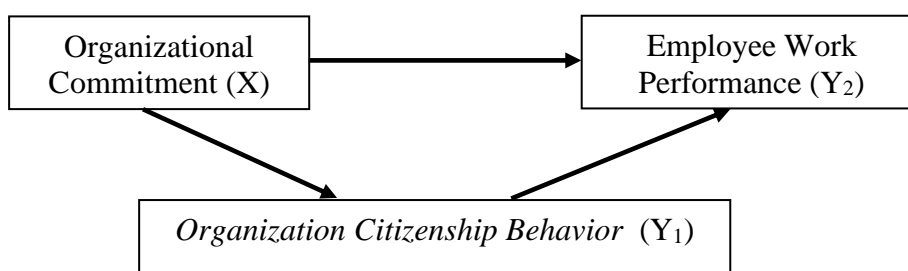
Organizational Citizenship Behavior according to (Organ, Podsakoff, and MacKenzie 2005) is individual behavior that is voluntary, not directly recognized by the formal reward system, leaving the overall effectiveness of organizational functions.(Tree and Suryoko 2016) By "voluntary" it is meant that the behavior does not require a coercive/mandatory role or job description, namely the conditions for working with a company/organization that are clearly detailed. The work is more of a personal choice, and as such, if you don't do it, you don't get punished.

#### 3. Employee Work Performance

According to Mangkunegara (Mangkunegara and Prabu 2009), work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him.

## METHOD

### Framework



### Population

The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono 2010). For this study, the population used was all 31 employees of the Bawen District.

### Sampel

The sample is part of the number and characteristics possessed by the population (Sugiyono 2010). Samples are often taken to represent the population of employees. Due to limitations in the population of this study, the sampling technique used is a non-probability sampling technique with a saturated sampling technique method. According to Sugiyono (Sugiyono 2018), the saturated sampling technique is a sampling technique when all members of the population are used as samples. So that the sample in this study is all employees, both ASN and government employees in Bawen District, Semarang Regency, totaling 31 respondents.

### Istrument Test

- a. Validity test
- b. Reliability Test

### Analisis Technique

Equation of Sub Structure I (Riduwan 2012:129) :

$$Y_1 = b_1.X + e_1$$

$Y_1$  : *Organizational Citizenship Behavior (OCB)*  
 $b_1$  : Variable coefficient  
 $X$  : *Organizational Commitment*  
 $e_1$  : Residual

The method of analysis in this study is Path Analysis, which is a technique to analyze the pattern of relationships between variables to know the direct or indirect effect of a set of independent variables (exogenous) on the dependent variable (endogenous) (Ghozali 2006).

Equation of Sub Structure II (Riduwan 2012):

$$Y_2 = b_3.X + b_2.Y_1 + e_2$$

$Y_2$  : *Work Performance*  
 $b_2$  and  $b_3$  : The coefficient of each variable  
 $X$  : *Organizational Commitment*  
 $Y_1$  : *Organizational Citizenship Behavior (OCB)*  
 $e_2$  : Residual

## RESULTS AND DISCUSSION

Data analysis includes instrument test, multiple regression analysis, t-test, F-test, coefficient of determination, and mediation test.

### A. Instrument Test

The instrument test includes validity and reliability tests, the results of which can be seen as follows:-

1. Validity Test

A validity test is used to measure the level of accuracy of an instrument in the questionnaire. The high and low validity of the instrument shows the extent to which the instrument can describe and explain the variables studied. To measure whether or not the questionnaire is valid, the testing will be carried out with a sample of 31 people.

The following are the results of calculations with SPSS, the following results are obtained:

Table 1. Validity Test Result

No.	Variables	No. Item	r count	r table 5%	Information
1.	Oragnization Commitment	1	0,499	0,3550	Valid
		2	0,724	0,3550	Valid
		3	0,759	0,3550	Valid
2.	<i>Organizational Citizenship Behavior (OCB)</i>	1	0,067	0,3550	Invalid
		2	0,264	0,3550	Invalid
		3	0,416	0,3550	Valid
		4	0,586	0,3550	Valid
		5	0,535	0,3550	Valid
3.	Work Performance	1	0,714	0,3550	Valid
		2	0,742	0,3550	Valid
		3	0,669	0,3550	Valid
		4	0,361	0,3550	Valid

Source : result of processed data 2020 by SPSS

The results of the validity test showed that the calculated r value between the respondents' answers in each question item and the total value of the respondents' answers resulted in a calculated r value greater than the r table except for the OCB question items 1 and 2 of (0.067 and 0.264) so that the twelve variables were declared invalid. Therefore, the two variables in OCB were excluded, resulting in a retest as follows:

Table 2. Results of Repeating Questionnaire Validity Test

No.	Variable	No. Item	r count	r table 5%	Information
1.	Organizational Commitment	1	0,499	0,3550	Valid
		2	0,724	0,3550	Valid
		3	0,759	0,3550	Valid
2.	<i>Organizational Citizenship Behavior (OCB)</i>	1	0,416	0,3550	Valid
		2	0,586	0,3550	Valid
		3	0,535	0,3550	Valid
3.	Work Achievement	1	0,714	0,3550	Valid
		2	0,742	0,3550	Valid
		3	0,669	0,3550	Valid
		4	0,361	0,3550	Valid

Source: Result of Processing data 2020 by SPSS

2. Reliability Test

A reliability test is used to see how far a measurement result can be trusted. The research results are said to be reliable if there are similarities at different times on the same subject. The reliability test in this study was carried out using a scale analysis tool indicated by Cronbach's alpha value > 0.6. Based on the results of the SPSS test, the following results were obtained:

Table 3. Reliability Test Results

Variable	Cronbach Alpha	Comparison Alpha	Information
Organization Commitment (X)	0,748	0,6	Reliable
OCB (Y <sub>1</sub> )	0,708	0,6	Reliable
Work Achievement (Y <sub>2</sub> )	0,776	0,6	Reliable

Source: Results of data processing 2020 SPSS

Based on the results of the reliability test using SPSS as displayed in the table above show that the calculated alpha value is greater than the table alpha, which is 0.60. Thus, all the variables used in this study are reliable, so they can continue to be used for further analysis.

## B. Regression Analysis

The analytical tool used in this research is multiple regression to analyze the influence of the role of k. The analytical technique used in this research is path analysis. The analysis is used to determine the effect of the independent variable on the dependent variable mediated by other variables. The study will examine the effect of organizational commitment (X) on work performance (Y<sub>2</sub>) which is mediated by organizational citizenship behavior (Y<sub>1</sub>). The following are the regression results used for testing with Path analysis techniques.

The results of the regression analysis of organizational commitment (X) to OCB (Y<sub>1</sub>) can be seen in table 4.

Table 4. Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	3,415	2,457		
1 ORGANIZATIONAL COMMITMENT	,317	,130	,362	3,540	,023

a. Dependent Variable: OCB

Source: Results of data processing 2020 with SPSS

The regression coefficient value can be seen in the standardized coefficients and based on the coefficient value, the following equation can be made:

$$Y_1 = a + b_1.X$$

$$Y_1 = 3,415 + 0,362(X)$$

From the above equation, in general, the following explanation can be interpreted:

- Constant (a) = 3.415 means that if the independent variable has a value of zero (0) then the value of the dependent variable is 3.415
- The regression coefficient for the price variable (b) = + 0.362 means that there is a positive effect which means that if the organizational commitment variable (X) increases by one unit while the other variables remain constant, the OCB (Y<sub>1</sub>) will increase by 0.362.

The results of the regression analysis of organizational commitment (X) and OCB (Y<sub>1</sub>) on work performance (Y<sub>2</sub>) can be seen in table 5.

Tabel 5. Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	,325	2,717		
1 ORGANIZATIONAL COMMITMENT	,708	,330	,666	7,335	,006

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	OCB	,846	,246	,796	8,440	,002
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a. Dependent Variable: Work Performance

Source: Results of data processing 2020 with SPSS

The regression coefficient value can be seen in the standardized coefficients and based on the coefficient value, the following equation can be made:

$$Y_2 = a + b_3X + b_2Y_1$$

$$Y_2 = 0,325 + 0,666(X) + 0,796(Y_1)$$

From the above equation, in general, the following explanation can be interpreted:

- Constant (a) = 0.325 means that if the independent variable has a value of zero (0) then the value of the dependent variable is 0.325.
- The regression coefficient of the organizational commitment variable (b3) = + 0.666 means that there is a positive influence which means that if the directorial commitment variable (X) increases by one unit while the other variables remain constant, work performance (Y2) will increase by 0.666.
- The regression coefficient for the OCB variable (b2) = + 0.796 means that there is a positive effect which means that if the OCB variable (Y1) increases by one unit while the other variables remain constant, work performance (Y2) will increase by 0.796.

C. Hypothesis Test

This analysis is intended to determine whether the regression equation obtained can be accounted for or not. Hypothesis testing is done utilizing a partial significance test (statistical t-test).

1. T-test

The t-test was used to determine whether there was a significant effect of organizational commitment (X) and OCB (Y1) partially. The formulation of the hypothesis is as follows:

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		1	(Constant)	3,415		
	ORGANIZATIONAL COMMITMENT	,317	,130	,362	3,540	,023

a. Dependent Variable: OCB

Source: Results of data processing 2020 with SPSS

Based on the results of the t-test, it is possible to test the following hypotheses:

a. Hypothesis Test

Hypothesis testing was carried out on the organizational commitment variable (independent) with OCB (dependent) with a total of 31 respondents. The results of the analysis using SPSS obtained the t-count value of 3.540, while the t-table value at a significance level of 5%/2 and df (n-k-1 = 31-1-1) = 29 of 2.045, thus the t-count value of 3.540 > 2.045 so the research hypothesis that "There is a positive and significant effect between organizational commitment (X) on OCB (Y1)", is accepted.

The t-test is used to determine whether there is a significant effect of organizational commitment (X) and OCB (Y1) on work performance (Y2) partially. The formulation of the hypothesis is as follows:

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
		1	(Constant)	,325		

**The Mediation Of Organizational Citizenship Behavior The Effect Of Organizational Commitment On Work Performance Of Employees In Bawen District, Semarang Regency**

ORGANIZATIONAL COMMITMENT	,708	,330	,666	7,335	,006
OCB	,846	,246	,796	8,440	,002

a. Dependent Variable: Work Performance

Source: Results of 2018 data processing by SPSS

Based on the results of the t-test, it is possible to test the following hypotheses:

b. Hypothesis I Testing

Hypothesis I testing was carried out on the organizational commitment variable (independent) with work performance (dependent) with a total of 31 respondents. The results of the analysis using SPSS obtained the t-count value of 7,335 while the t-table value at a significance level of 5%/2 and df ( $n-k-1 = 31-2-1 = 28$ ) of 2.048, thus the t-count value of  $7.335 > 2.048$  so the research hypothesis that "There is a positive and significant influence between organizational commitment (X) on work performance (Y2)", is accepted.

c. Hypothesis II Testing

The second hypothesis testing was carried out on the OCB (independent) variable with work performance (dependent) with a total of 31 respondents. The analysis result by using SPSS obtained the t-count value of 8.440 while the t-table value at a significance level of 5%/2 and df ( $n-k-1 = 31-2-1 = 28$ ) of 2.048, thus the t-count value is  $8.440 > 2.048$  so that the research hypothesis that "There is a positive and significant effect between OCB (Y1) on work performance (Y2)", is accepted.

2. Mediation Effect Test

Path analysis test is used to prove whether the OCB variable is a mediating variable between organizational commitment to work performance. The analysis is carried out based on the standardized coefficients from the regression results and path analysis can be made as follows:

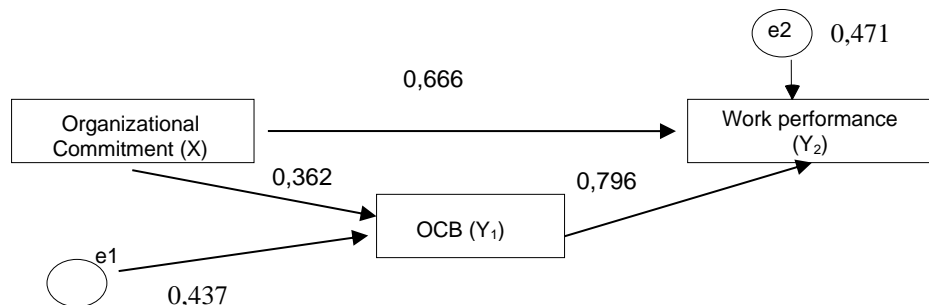


Fig. 1 Path Analysis of Organizational Commitment to Work Performance Through Organizational Citizenship Behavior/OCB

Based on the path analysis image, it can be analyzed as follows:

Table 8. Path Analysis

Variable Influence	Causality Influence		Total
	Direct	Indirect by Y <sub>1</sub>	
X toward Y <sub>1</sub>	$\rho_1 = (0,362)$		
X toward Y <sub>2</sub>	$\rho_2 = (0,666)$	$\rho_3 = (0,796)$	$\rho_2 + (\rho_1 \times \rho_3)$ $0,666 + (0,362 \times 0,796)$ $0,666 + 0,288$ $0,954$

Path Analysis of Organizational Commitment to Work Performance Through Organizational Citizenship Behavior/OCB

a. The direct effect of Organizational Commitment on Work Performance is 0.666.

- b. The Effect of Organizational Commitment on OCB is 0.362 and the effect of OCB on Work Performance is 0.796, thus the indirect effect of Organizational Commitment on Work Performance through OCB is  $0.362 \times 0.796 = 0.288$

The calculation results show that the indirect effect of Organizational Commitment on Work Performance through OCB is smaller than the direct effect of Organizational Commitment on Work Performance, so it can be concluded that OCB is could not be a variable that mediates between Organizational Commitment on Work Performance. It shows that the tendency of Organizational Commitment to work will not affect the OCB, and the OCB obtained will not affect the Work Performance applied by the employees.

## CONCLUSION

This study discusses the effect of organizational commitment on work performance through organizational citizenship behavior/OCB of employees in Bawen District. Based on the descriptions in the previous chapter the researchers drew the following conclusions: a) Direct Influence ; Hypothesis testing was carried out on the organizational commitment variable (independent) with work performance (dependent) with a total of 31 respondents. The results of the analysis using SPSS obtained the t-count value of 7.335 while the t-table value at a significance level of 5%/2 and df ( $n-k-1 = 31-2-1$ ) = 28 of 2.048, thus the t-count value of  $7.335 > 2.048$  so the research hypothesis that "There is a positive and significant influence between organizational commitment (X) on work performance (Y2)", is accepted. b) Indirect

Influence First Test : The first hypothesis testing was carried out on the organizational commitment variable (independent) with OCB (dependent) with a total of 31 respondents. The results of the analysis using SPSS obtained the t-count value of 3.540 while the t-table value at a significance level of 5%/2 and df ( $n-k-1 = 31-1-1$ ) = 29 of 2.045, thus the t-count value of  $3.540 > 2.045$  so the research hypothesis that "There is a positive and significant effect between organizational commitment (X) on OCB (Y1)", is accepted.

Second Test : The second hypothesis testing was carried out on the OCB (independent) variable with work performance (dependent) with a total of 31 respondents. The results of the analysis using SPSS obtained the t-count value of 8.440 while the t-table value at a significance level of 5%/2 and df ( $n-k-1 = 31-2-1$ ) = 28 of 2.048, thus the t-count value is  $8.440 > 2.048$  so that the research hypothesis that "There is a positive and significant effect between OCB (Y1) on work performance (Y2)", is accepted.

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