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RESEARCH ARTICLE

The Effect of Job Satisfaction And Organizational Commitment On Employee Performance With Organizational Citizenship Behavior As A Moderating Variable

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Summary

This study aims to determine the effect of job satisfaction and organizational commitment on employee performance with organizational citizenship behavior as a moderating variable at the Pasaman Regency Education Office. This study applies an explanatory study design and quantitative data were collected from 92 respondents registered as employees of the Pasaman Regency Education Office using self-administered questions. Data analysis used structural equation modeling (SEM) with the help of the SmartPLS 4.0 tool. The results showed that job satisfaction and organizational citizenship behavior (OCB) had a positive and significant effect on employee performance. However, organizational commitment did not have a significant effect on employee performance. Meanwhile, OCB also did not moderate significantly. The study findings are then discussed.

Keywords

Job Satisfaction, Organizational Commitment, Employee Performance, Organizational Citizenship Behavior

1 | INTRODUCTION

Organizations indirectly require competent Human Resources (HR) considering the current development of globalization, which aims to be able to compete in various fields in the organization. Thus, high-quality HR needs to be developed and aligned with organizational goals. According to Septini and Nuryanti (2020), humans are organizational assets that can contribute to increasing the effectiveness and success of the organization. In achieving success, an organization needs to consider things that can support organizational performance. The increasingly sophisticated development of technology today can support the operations of the organization and its employees in carrying out their work. Therefore, whatever technology the organization uses, its main priority must always prioritize employee needs. This will help the organization achieve its goals. Organizations need highly skilled HR to be able to compete with other organizations and innovate for organizational development.

Effective HR management is also needed for organizational success, because the quality of employee work is very important for its success. If an employee has high productivity, then he can provide results that are beneficial to the organization. Conversely, if employees are not productive in their work, have low work standards, are not diligent in carrying out their responsibilities and have bad morals.

An employee's performance can be seen by how well they carry out their responsibilities. Thus, the organization must provide infrastructure facilities and infrastructure that help and support employees in their work. In other words, performance is a measure of whether or not the organization's vision and mission have been achieved. So, an employee is required to play an active role in every work process to get good results. Decreased performance can be caused by discomfort at work, inappropriate wages, knowledge and skills that do not support, and feeling dissatisfied at work. In this study, the researcher tried to analyze employee performance at the Pasaman Regency

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Education Office, West Sumatra, Indonesia.

The regional government has responsibility in the field of education, for its responsibility can be implemented through the education office. The responsibility in question is to provide public services related to education, assist with work matters, supervise, create regional education programs, develop strategies, create education policies, and prepare regional education plans.

Based on the initial interview activities conducted by the researcher with the Head of the General and Personnel Sub-Division, to see employee job satisfaction can be seen from the employee's job placement whether it is in accordance with their knowledge and abilities. For the placement of Echelon or structural position levels, the placement is in accordance with the decision of the Regent or regional head. Meanwhile, for other staff or employees, the placement is not all in accordance with the knowledge and abilities possessed by the employee, but the placement is based on the meeting of the Education Office leadership level only. In addition, this satisfaction can also be seen from the recipients of services from the Education Office.

The recipients are the community or residents who are related to or dealing with the Education Office. Judging from the results of the suggestion box and services provided by the Education Office, for the summary of the overall results of the suggestion box, there are still many people who are dissatisfied with the services provided by the Education Office employees, because when the community deals with the Education Office they do not get the results they want, because the employees are not in the place that handles the matter. And the result is that the community is less satisfied with the results of the services in the office. And what should be the Pasaman Regency Education Office as one of the public services, and the quality of service can be one of the determining factors for the survival of an agency or organization, and this is a demand that must be met by every agency or organization engaged in the service sector in order to be able to provide satisfactory results. Therefore, the party receiving the service certainly hopes to get the best quality of service from the party serving them.

Employee productivity is highly dependent on employee morale and dedication to their work. Organizations will benefit more from employees who are satisfied with their positions. Likewise, if an employee is dissatisfied with their job, they will certainly believe that the work they do is inadequate and do it poorly and produces work that is not desired by the organization. Every organization needs to be aware of indicators to measure job satisfaction and the variables that influence it. That way, increased productivity and job satisfaction will be realized.

On the other hand, employees will get maximum work results if they can complete work according to their level of knowledge and ability. Employees will be serious in working and giving their best abilities, if they feel satisfied with the work they are doing (Mahardika & Wibawa, 2018). High job satisfaction will make employees more likely to be strongly attached to their jobs and not want to quit their jobs. According to Surya et al. (2017) job satisfaction describes the feelings felt by employees while working and assessing the work they do as positive or negative.

Organizational commitment can also have an impact on performance. Organizational commitment is a behavior that shows employee ongoing loyalty to the organization by expressing their concern for the success and progress of the organization (Wike et al., 2012). According to Wijaya (2017), commitment is employee loyalty to the organization that can foster high loyalty that makes employees continue to work and stay longer for the organization.

Basically, individual, psychological and organizational factors can affect employee performance. Therefore, organizations have an obligation to encourage employees to do their jobs well and also be able to provide achievements for the organization. Managers will make efforts to increase employee awareness in completing work. This awareness is an example of behavior known as organizational citizenship behavior (OCB).

OCB is internal to employees, and they do their work voluntarily, not because of coercion or encouragement from others. Employees with OCB will try to contribute more to the growth of the organization without expecting rewards or recognition from the organization. OCB can improve organizational performance, increase employee productivity, and also help employees adjust to other employees in the surrounding environment. On the other hand, organizations must understand the importance of OCB to be applied to organizational employees, but organizations often forget what employees want and expect. OCB can support employee performance, because organizations basically provide work to employees within the scope of job descriptions, although employees must be able to do work outside the work given by the organization, so that employees are able to achieve performance that exceeds organizational expectations, the organization not only provides employees with the opportunity to work according to their responsibilities but also requires employees to do work outside their responsibilities. According to Larasati and Susilowati (2021), human resources must be required to have extra-role behavior outside of the assigned tasks which aim to support the competitiveness of the organization, which will later be able to provide a positive influence on the organization.

Employees who demonstrate OCB behavior tend to be more productive in the organization, for example arriving on time, avoiding differences of opinion in the team, helping coworkers who are having problems without being asked first and refraining from complaining at work. Therefore, OCB is expected to encourage employees to be better towards their work environment, so that it can influence the increase in productivity of other employees up to superiors. The many benefits obtained from OCB behavior can make employees with high OCB necessary for the

organization to have. Based on the explanation above, the researcher aims to conduct a study that examines the effect of Job Satisfaction and Organizational Commitment on Employee Performance with Organizational Citizenship Behavior as a Moderating Variable. This research was conducted at the Pasaman Regency Education Office.

2 | HYPOTHESIS DEVELOPMENT

2.1 | Employee Performance

Performance refers to a person's talent in carrying out certain skills. The final result of work that meets the organization's criteria in terms of quantity and quality is called performance. Performance can measure a person's capacity to complete the work given. According to Faisal (2015) performance is an individual's behavior in working according to their abilities and aims to advance the organization.

Performance is an activity to manage superior human resources in order to achieve organizational success (Wibowo, 2015). Therefore, in order for every employee performance improvement process to be successful, every organization must have the right strategy and execution. Employees are given the opportunity to plan their future careers through an assessment process carried out during work. Organizations can determine compensation, provide promotions and observe employee behavior during work through performance assessments. According to Sinambela (2016) it is defined as the willingness of employees to carry out work according to their obligations in order to provide the desired results.

Performance is a term used to describe the results of the relationship between talent and drive. The intent and purpose are to set organizational goals and conduct performance reviews of both the work process of employees within a certain time and their work results during that period (Hanah, 2019). It can be said that performance is the final result that employees strive for and demonstrate while working to the best of their ability, where work can be completed within a certain time, so that it is beneficial for the organization, society and themselves.

According to Chelagat et al. (2015) dimensions are something that can shape employee performance in an agency. Performance dimensions are classified into 5, namely: 1) Work quality, is the quality of work that can be seen from the neatness, speed and also skill in doing the job. 2) Work quantity is a measurement process that begins with the creation of a work plan and includes the capacity and speed of work completion. 3) Competence is the ability and capability in doing work in accordance with that assigned by the leader, both implementing regulations, initiatives and discipline in doing work. 4) Attendance rate is a form of benchmark to determine the discipline of an employee. The high or low attendance rate of an employee can be assessed that the employee has high or low work discipline and this can affect employee performance. 5) Teamwork is an employee can cooperate with other employees in completing work, both personal work and group work.

2.2 | Organizational Citizenship Behavior (OCB)

According to Robbins (2009) OCB is additional behavior possessed by an individual outside of formal work obligations that greatly support organizational effectiveness. Employees who have behaviors such as voluntary, non-binding, and not related to a formal reward system in completing the work are OCB behaviors. This can also increase employee productivity (Dinniaty & Fitriani, 2020). According to Maulana (2020) organizational citizenship behavior is the willingness and voluntary behavior of employees to work outside of their responsibilities for the benefit of the organization. This OCB behavior is a form of choice and initiative from the individual and is not related to formal company awards (Iskandar et al., 2019). Therefore, this behavior is not part of the job description or job requirements. If the employee does not do the job, the employee will not be punished. However, when employees do it, it will have a very good impact and also increase the effectiveness of the company (Wanih & Iqbal, 2020).

Organizational Citizenship Behavior plays a role in supporting HR practices to be able to produce high performance, because it involves the extra role of employees in the company. The more companies realize the importance of OCB, the more it will have a significant impact on the success and sustainability of the company in business competition (Alhashedi et al., 2021). According to Grego-Planer (2019), organizational citizenship behavior is when employees work outside of their obligations or responsibilities but can improve organizational performance. The difference between OCB behavior and other behaviors is the difference lies in the rewards obtained, for OCB behavior, they do not get more incentives when doing work outside of their obligations, but usually the rewards obtained are in the form of intrinsic rewards.

According to Sahertian (2010) OCB indicators are divided into ten, namely: 1) Helping behavior, is the behavior of helping other employees and preventing problems in the workplace and offering assistance to other employees. 2) Compliance with the organization, this is inherent in the tendency of employees to accept all decisions made by the leadership and is open to being allocated anywhere for the benefit of the organization. 3) Sportsmanship, namely an honest and fair attitude possessed by an employee in carrying out all activities within the organization. An employee

carrying out work must always be honest and fair. 4) Willing to sacrifice to prioritize the interests of the organization over personal interests. 5) Individual initiative is the ability of individuals to provide ideas and ideas on the initiative in carrying out organizational activities or in solving problems that occur. 6) Civic virtue is the capacity of individuals to comply with organizational policies and rules. 7) Self-development is the ability of an employee to develop themselves in the organization and master more than one field to support the effectiveness and efficiency of work in improving performance results. 8. Avoiding disputes between employees Is a way for someone to react to disputes that try to avoid directly facing the problem. 9) Doing work without complaining in order to obtain optimal results. 10) Awareness of maintaining interpersonal relationships with employees and superiors.

2.3 | Job satisfaction

The level of job satisfaction varies depending on the value system they have. According to Robbins (2015) employees who are satisfied with their work are employees who enjoy challenging work where they can use their skills and abilities, have freedom, and receive feedback on their work. Job satisfaction is very important for both employees and organizations, especially in developing a positive work environment (Prabandewi et al., 2016). In simple terms, job satisfaction is also related to the fulfillment of a person's life needs, employees will be satisfied with their work if they believe their life needs have been met (Sidharta et al, 2016).

According to Robbins (2003) there are several aspects of job satisfaction as follows: 1) Mentally challenging work, most employees prefer challenging work that gives them freedom and feedback on the work done, using their knowledge and skills to complete the work at hand. 2) Appropriate and fair rewards in accordance with policy standards are a priority for employees. 3) Conducive, comfortable work environment conditions can make it easier for employees to do their jobs. 4) Coworkers meet social needs and engage with good coworkers in doing their jobs. 5) Personality compatibility with work can achieve maximum work results.

2.4 | Organizational Commitment

An employee's dedication to an organization is very important in the world of work. According to Kreitner and Knicki (2014), commitment is an action that shows an employee's readiness to work hard and is determined to continue working for the organization for a long period of time. According to Aprilda et al. (2019), organizational commitment is an employee's ongoing loyalty to the organization, where employees express concern for the success and progress of the organization.

Organizational commitment shows the level of employee trust in the organization (Aisyah, 2020). Organizational commitment is the employee's willingness to align personal behavior with the interests of the company. In fact, some companies set this organizational commitment as a requirement to occupy certain positions in the organization (Muhajir & Arisandra, 2018). Organizational commitment can be reflected in the actions taken by the employee himself, for example if the employee is highly committed to the organization, the employee will have a positive view and maintain his existence in the organization (Sulistyawati, 2018).

Every organizational leader is required to encourage better growth and progress in the future. Thus, commitment is the determination to take action that will help the organization achieve its goals (Edison et al., 2017). According to Hoke et al. (2018) someone who is committed to the organization has a low level of absenteeism, long tenure, works hard, and achieves superior results. It can be concluded that employees who are more committed will remain loyal to the organization in the long term and have confidence in the organization, so they will do anything for the development of the organization and maintain the continuity of the organization.

2.4 | The Influence of Job Satisfaction on Employee Performance

According to Priansa (2016) job satisfaction can be measured by looking at employee behavior towards their work, whether they are satisfied or dissatisfied with their work environment. The level of employee satisfaction and dissatisfaction can be seen from the extent to which employees are treated well or badly in the organization. Employees who are satisfied with their jobs will try to maximize their work and achieve optimal results. Satisfaction can arise because there is something that motivates employees, for example getting a high salary, a comfortable work environment so that it has a good impact on their performance. The satisfaction felt by employees is personal, where this satisfaction will be different for each employee. Thus, job satisfaction is very necessary in improving the performance of the organization and employees.

According to Shmailan (2016) it explains that job satisfaction is related to employee performance and positive relationships. Employees who are satisfied or happy with their jobs will make a better contribution to the organization. This is in line with research by Pristiyanti (2016), Bagaskara & Rahardja (2018), and Syawal (2018) all of which found that job satisfaction has a significant effect on employee performance. Research findings conducted by Platis et al. (2015) showed that performance is positively and significantly influenced by job satisfaction. In addition, Inuwa

(2016) conducted a study on the effect of job satisfaction on the performance of non-academic staff in Nigeria and found that employee performance is positively related to job satisfaction. The explanation above shows that the research hypothesis can be formulated as follows:

Hypothesis 1: Job satisfaction has a positive and significant effect on employee performance.

2.5 | The Influence of Organizational Commitment on Employee Performance

According to Griffin (2014), commitment is an attitude that shows that someone knows, understands and is obliged to an organization. Individuals who are happy with their work are very committed to the organization, so that an attitude of loyalty arises which ultimately makes an individual very dependent, responsible and able to do their best for the company. Organizational commitment requires active interaction between employees to create beneficial contributions to the organization. This also refers to employee loyalty to the organization.

Employees can easily be directed to take actions according to performance standards as indicated by employee commitment to the organization. This is in accordance with research by Tarjo (2020), Alamsyah and Andri (2016), Syawal (2018) and Buchori and Djaelani (2017) who found a significant relationship between organizational commitment and employee performance. Employees who have high organizational commitment will be fully responsible for their work and provide optimal performance for the organization. In addition, the results of research conducted by Nurandini and Lataruva (2014) showed that employee performance is positively related to organizational commitment. Based on the explanation above, the hypothesis formulated in this study is:

Hypothesis 2: Organizational commitment has a positive and significant effect on employee performance.

2.6 | The Influence of Organizational Citizenship Behavior on Employee Performance

Employee behavior is required to act in accordance with the work given and employee behavior outside of the work given affects the success of the organization. OCB is the attitude of an employee who is willing to work beyond the main job or obligations as a member of the organization. According to Darto (2014) it stated that the advantages of OCB include can increase the organization's capacity to retain the best employees and save resources, can increase the productivity of coworkers, leaders, and work groups, and can coordinate group activities effectively. Therefore, organizations need OCB behavior because it can increase the effectiveness and performance of the organization.

In Ticoalu's (2013) research it explained that there is a positive and significant relationship between OCB and employee performance. This means that employees who have OCB, then within the employee there is obedience, loyalty, and contribution that greatly influences performance. Furthermore, research conducted by Suzana (2017) showed the results that the relationship between OCB and performance is very large as evidenced by the positive direction of 0.856. Then, research conducted by Putri and Utami (2017) explained that all dimensions of OCB (altruism, conscientiousness, sportsmanship, courtesy, and civic virtue) have a positive and significant effect on employee performance. Based on the explanation above, the hypothesis formulated in this study is proposed:

Hypothesis 3: Organizational Citizenship Behaviour has a positive and significant effect on employee performance.

2.7 | The Moderation Role of Organizational Citizenship Behavior

OCB is an individual behavior that is part of additional role behavior, where this behavior is very beneficial and leads to the role expected by the organization. According to research conducted by Siswanto and Fandawan (2014), the contribution of OCB has a significant and positive effect on employee performance. Employee performance is significantly and positively influenced by the high level of job satisfaction as measured through OCB. Further research conducted by Kurniawati and Wahyudi (2015) revealed that OCB significantly moderates the impact of job satisfaction on employee performance. The results of research conducted by Hakim and Fernandes (2017) clarified that Organizational Citizenship Behavior (OCB) acts as a moderating variable that influences the relationship between job satisfaction and performance. This means that higher OCB will have a positive effect on job satisfaction and performance, because job satisfaction significantly affects performance, OCB effectively becomes a form of quasi moderation. When the interaction effect coefficient value is positive, OCB is referred to as a reinforcer. Based on the explanation above, the hypothesis in this study can be formulated as:

Hypothesis 4: Organizational citizenship behavior moderates the relationship between job satisfaction and employee performance.

According to Rahiddin et al. (2013) organizational commitment has a positive and significant influence on employee performance. This is because commitment is one of the sources of employee success in achieving superior performance. When accompanied by OCB, organizational commitment indirectly affects performance.

According to Fitriastuti (2013) it is stated that individuals who have high commitment will provide superior work results for the organization. Employee performance can be improved through OCB behavior demonstrated by employees through contributions made to the organization. According to Sukmawati and Surachman (2013) individual commitment to the organization can motivate employees to engage in OCB behavior. This means that organizational commitment has a positive influence and is able to provide more contributions to the progress of the organization. Furthermore, research conducted by Kurniawati and Wahyudi (2015) explains that OCB significantly moderates the influence of organizational commitment on employee performance. Based on the explanation above, the hypothesis in this study can be formulated as:

Hypothesis 5: organizational citizenship behavior moderates the relationship between organizational commitment and employee performance.

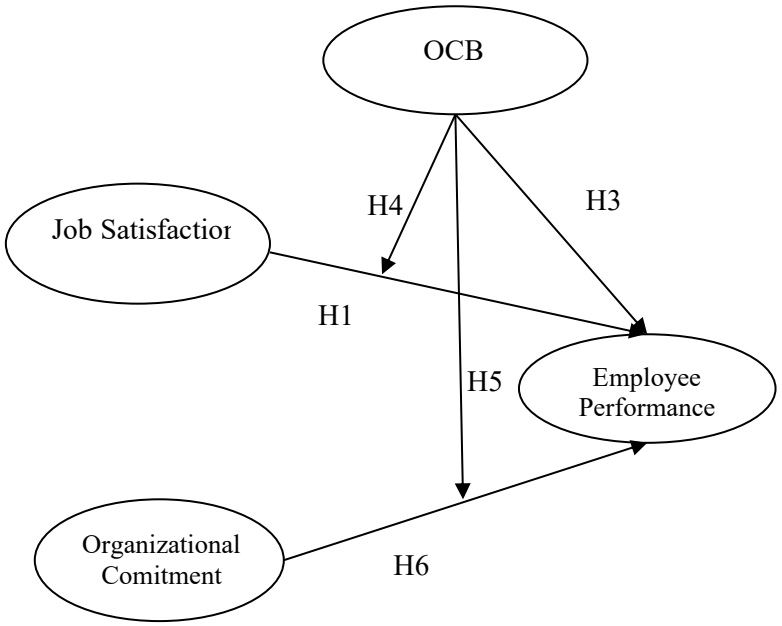


Figure 1 Conceptual model

3 | METHOD

3.1 | Data collection

The quantitative approach is used in this study with hypothesis testing as the type of research objective. This aims to determine the relationship and influence between one variable and another in the research conducted (Sekaran and Bougie, 2016). This study uses a correlational study to test and determine the relationship between variables. One shot (cross section) is used as a time horizon where researchers only collect data for research once, without further research or re-collection of data on the objects studied. Employees working at the Pasaman Regency Education Office are used as the unit of analysis.

Respondents came from 92 employees of the Pasaman Regency Education Office using the non-probability sampling method. Data collection in this study was carried out by distributing self-administered questionnaires. This

questionnaire was distributed directly to employees of the Pasaman Regency Education Office. The questionnaire given uses a Likert scale (1-5). Female respondents dominated, numbering 47 people in this study with a percentage of 51%, while male respondents numbered 45 people with a percentage of 49%. The age range of respondents is dominated by the 40–50-year range with a percentage of 35%. followed by respondents aged over 50 years at 34%, then the 25–40-year age range with a percentage of 30%.

3.2 | Measures

Employee Performance measured using items from Afandi (2018) consisting of 10 items. OCB is adopted from Sahertian (2010) consisting of 10 items. Job Satisfaction is measured using items adopted from Paramartha & Haruman (2005) consisting of 20 items. Finally, Organizational Commitment was measured using indicators from Nadapdap (2017) consisting of 10 items.

3.3 | Data analysis

Data analysis in this study used the Structural Equation Modeling approach with SmartPLS 4.0 software. PLS is a component-based or variant structural equation analysis that can simultaneously evaluate measurement models and structural model evaluations. This measurement model is used to test the validity and reliability of research instruments, while the structural model is used for causality testing (hypothesis testing). In this study, SmartPLS was chosen because the analysis method is not based on assumptions, but the data must be in accordance with the measurement scale and the sample used can be small.

4 | RESULT

4.1 | Construct validity

To ensure that we were measuring distinct variable, we conducted convergent validity, discriminant validity and reliability testing. Convergent validity aims to determine the validity of the relationship between each indicator and its latent variables. To conduct a convergent validity test, the things that need to be considered are the values of the average variance extracted (AVE) and outer loading. Judging from table 1, it is known that the AVE value for each variable has a value above 0.5, which means that the construct can be said to be valid and worthy of further testing.

Table 1. Descriptive statistics

Constructs	1	2	3	4	AVE	Composite reliability
1. Job Satisfaction	**0,738**				0,545	0,960
2. Employee Performance	0,621	**0,832**			0,693	0,958
3. Organizational Commitment	0,742	0,517	**0,853**		0,728	0,964
4. Organizational Citizenship Behavior	0,679	0,617	0,678	**0,819**	0,671	0,953

Notes: n = 90. Figures shown in italic are square root of AVE and the composite reliability values which range from 0.953 to 0.964 and are greater than 0.7

The discriminant validity testing is carried out by looking at the correlation value of the variable with the variable itself, which must be greater than the correlation with other variables as shown in the results of the Fornell Lacker criterion. It can be seen from the results of the Fornell Lacker criterion, the correlation value of the variable with the variable itself is greater than the correlation of other variables. So that discriminant validity has been fulfilled. The reliability analysis in Table 1 also shows that most of the research variables have met the reliability requirements with a composite reliability value >0.7. So that the variables used for measurement are reliable.

4.2 | Assessment of model

Structural model evaluation is also called internal model. This structural model examination is carried out after the measurement model examination (external) is carried out or completed. The structural model is examined by looking at R2.

In conducting structural model analysis, the R-Square value is seen. This R-Square value is useful for measuring how much influence the independent variable has on the dependent variable. The test results show that the R-Square value of the employee performance variable is 0.464, which means that the job satisfaction and organizational commitment variables together affect the employee performance variable by 46.4%, while the

remaining 53.6% is influenced by other variables outside this research model.

4.3 | Hypotheses testing

Based on these results in table 2, it can be concluded that the t-statistic value is greater than 1.96 (significance level 5% = 1.96), and the p-values are less than 0.05, indicating a significant relationship. This indicates that the Job Satisfaction variable has a positive effect on the employee performance variable, so hypothesis 1 is supported.

Table 2. Hypothesis evaluation

Relationship	Path Coefficient	T statistic	P values	Decision
Job satisfaction → Employee performance	0,367	2,750	0,006	Supported
Organizational commitment → Employee performance	-0,004	0,033	0,974	Not Supported
Organizational Citizenship Behavior → Employee performance	0,393	3,043	0,002	Supported
Organizational Citizenship Behavior x Job satisfaction → Employee performance	0,064	0,445	0,657	Not Supported
Organizational Citizenship Behavior x Organizational commitment → Employee performance	0,014	0,111	0,911	Not Supported

Source: processed data (2024)

In hypothesis 2 testing organizational commitment to organizational performance. Based on these results it can be concluded that the t-statistic value is smaller than 1.96 (significance level 5% = 1.96), and the p-values are greater than 0.05 which indicates an insignificant relationship. This indicates that the organizational commitment variable does not negatively affect the employee performance variable, so hypothesis 2 is not supported. Hypothesis 3 tests the effect of OCB on employee performance. The t-statistic value is greater than 1.96 (significance level 5% = 1.96), and the p-values are less than 0.05 indicating a significant relationship. This shows that the organizational citizenship Behavior variable has a positive effect on the employee performance variable, so hypothesis 3 is supported.

Hypothesis 4 tests the effect of OCB in moderating the relationship between job satisfaction and employee performance. Based on the results of the analysis, it can be concluded that the t-statistic value is smaller than 1.96 (significance level 5% = 1.96), and the p-values are greater than 0.05, indicating an insignificant relationship. This indicates a positive but insignificant relationship between organizational citizenship behavior in moderating the relationship between job satisfaction and employee performance, so hypothesis 4 is not supported. Finally, testing the influence of OCB in moderating the relationship between organizational commitment and employee performance. The findings show that the t-statistic value is smaller than 1.96 (significance level 5% = 1.96), and the p-values are greater than 0.05. The insignificant results mean that hypothesis 5 is also not supported.

5 | DISCUSSION

Job satisfaction has a positive and significant effect on employee performance. Employees at the Education Office always use their abilities in doing their jobs so that they can improve optimal work results while improving employee and agency performance. This is in line with research conducted by Buyukbese (2014), Weerakkody (2016), and Inuwa (2016) that there is a positive and significant relationship between job satisfaction and employee performance. Furthermore, this study is in accordance with research conducted by Juniantara et al (2015) where the results of the study revealed that job satisfaction has a positive and significant effect on employee performance. This means that the more an employee's job satisfaction increases, the more the employee's performance will increase. Job satisfaction is also considered as a person's achievement in working which has a direct relationship to performance.

Organizational commitment does not have a significant effect on employee performance. Research that supports the results of this study was conducted by Deddy (2016) entitled "The Effect of Competence, Job Satisfaction and Organizational Commitment on Employee Performance (Study at the Inspectorate of Southeast Minahasa Regency)" whose research results were that organizational commitment did not have a significant effect on employee performance, and he stated that employee organizational commitment could not result in an increase in their performance or there was an increase but it was not significant. Furthermore, other research that supports this study was conducted by Windy and Gunasti (2012), the results of which were that organizational commitment had no significant effect on employee performance.

Organizational citizenship behavior has a positive and significant effect on employee performance. This

statement is also supported by the results of research conducted by Gunawan, Solang, and Kartika (2013) which results showed that OCB has a positive and significant effect on performance. When the management and instillation of OCB culture is successfully carried out on employees, it will affect the performance produced by employees. Furthermore, research conducted by Pavalache (2014) showed that OCB has a positive and significant effect on employee performance.

Organizational citizenship behavior is not significant in moderating the relationship between job satisfaction and employee performance. Employees who have high OCB are not necessarily satisfied with their jobs. And employees who are satisfied with their jobs do not necessarily have high OCB, so the combination of these two variables cannot have a significant effect on performance. This situation can occur when employees try to improve their performance by encouraging the implementation of strong OCB such as complying with applicable rules, good cooperation between employees, mutual respect and appreciation and tolerance between employees in order to create good employee performance. However, the strengthening of OCB values cannot have an effect on the satisfaction felt by employees, especially in relation to the rewards given. Furthermore, the results of this study are supported by the theory explained by Rivai and Sagala (2013) which states that not only organizational citizenship behavior can affect employee job satisfaction, but there are other variables that influence it such as work engagement, quality of work life and various other variables. Therefore, the moderation between organizational citizenship behavior and job satisfaction does not have a significant effect on employee performance. Next, this research is also in line with research conducted by Febriantika (2019) which found that organizational citizenship behavior cannot moderate the relationship between job satisfaction and employee performance.

Organizational citizenship behavior has a positive and insignificant effect in moderating the relationship between organizational commitment and employee performance. The results of this study are in line with the theory explained by Gibson et al (2012) which states that organizational commitment does not always affect OCB in employees in an organizational environment, but there are also other variables that can influence it such as intellectual intelligence and emotional intelligence that can influence the occurrence of these conditions. The same thing is also explained by Sopiah (2011) in the concept of the organization, differences in experience and work age possessed by each employee can also affect the way a person works, if the work environment is not conducive, there will be a tendency for employees to work individually and far from OCB attitudes so that they cannot affect the performance produced by employees. Research conducted by Rita et al (2018) is in line with the results of this study which states that organizational citizenship behavior cannot moderate the influence between organizational commitment and employee performance, which means that employees who have strong OCB do not affect their commitment to the agency.

5.1 | Implication

This study was conducted to determine and analyze the effect of Job Satisfaction and Organizational Commitment on Employee Performance with Organizational Citizenship Behavior as a Moderating Variable. This study was conducted at the Pasaman Regency Education Office by distributing this research questionnaire to 92 respondents and all distributed questionnaires can be returned completely and are suitable to be continued in the study. The method used in this study is a quantitative method. Furthermore, the data is processed using the SmartPLS 4.0 application.

Job satisfaction felt by each employee has different levels, although this job satisfaction is a variable that can encourage increased employee performance, therefore this job satisfaction is very important because this agency is engaged in the field of educational services, therefore it must strive to continue to improve employee job satisfaction in order to be able to provide the best service for the community. The higher the job satisfaction felt by employees, the higher the performance produced by employees. Therefore, agencies should be able to maintain and improve employee job satisfaction such as providing rewards to employees with high performance, providing salaries that are in accordance with work results, providing training to employees, establishing good communication between superiors and subordinates, instilling a sense of responsibility for work, and creating a more conducive work environment.

This study found that organizational commitment has a negative and insignificant effect on employee performance. To foster organizational commitment from employees, it is better to pay more attention and improve employee welfare such as allowances received by employees, social security, and facilities provided to employees and so on. In addition, leaders also play an important role in maintaining the level of consistency of employee organizational commitment, for example by involving the active role of employees in every agency activity, both activities held within the agency and outside the agency. And also, employee participation in organizational activities is also important to note because employee involvement affects the willingness to work with both leaders and coworkers.

The results of this study indicate that the higher the level of OCB possessed by employees, the better their performance will be. With the OCB attitude possessed by employees, employees can behave and work beyond their

obligations, have the willingness to tolerate, and be involved in organizational functions. Employees who work with a sense of empathy and high loyalty can be a supporter to improve performance so as to achieve maximum results. For this reason, voluntary behavior to help, politeness, tolerance, participation and self-control are very important to be maintained in employees. And also, a leader can play an important role in encouraging employees to behave OCB, by increasing positive employee attitudes such as increasing employee satisfaction, providing equal and fair opportunities to all employees in developing themselves and their careers, and providing freedom of opinion to employees for the advancement of the organization, and an attitude of helping fellow coworkers. In addition, leaders can also evaluate the adjustment of changes both from within and outside the organization, such as technological developments, work culture, work motivation and so on.

The results of this study found that the Organizational Citizenship Behavior variable has a positive and insignificant effect in moderating the relationship between job satisfaction and employee performance. This indicates that OCB does not provide a moderation effect between job satisfaction and employee performance. If an employee has an OCB attitude, it is not certain that the employee is satisfied with his/her job, so that employee job satisfaction cannot encourage employees to behave in the OCB manner, so that it is unable to provide a significant influence. Therefore, agencies should be able to improve and maintain, especially the values of togetherness and cooperation between colleagues in order to establish good cooperation and be able to work compactly and effectively to cover the weaknesses of each employee, there is employee awareness to be able to obey and comply with the regulations that have been set and can also provide rewards to employees who have given good performance to the organization and have achieved.

The results of this study found that organizational citizenship behavior has a positive and insignificant effect in moderating the relationship between organizational commitment and employee performance. This indicates that OCB does not provide a moderating effect between organizational commitment and employee performance. Employees who have a strong level of OCB are not able to influence organizational commitment, because this organizational commitment does not always affect the OCB owned by employees but can also be influenced by other variables such as intellectual intelligence and emotional intelligence, so that it is not able to provide a significant influence. Therefore, agencies should be able to improve employee performance, increase organizational commitment by holding regular training and development for all employees within the Pasaman Regency Education Office.

5.2 | Limitations and directions for future research

The sample used in this study is still relatively small because the scope is only the Pasaman Regency Education Office Employees. Further research can increase the number of samples so that the data produced is more accurate. Furthermore, the variables used in this study are limited to job satisfaction, organizational commitment, employee performance and organizational citizenship behavior. Further research is expected to be able to add and expand research variables that can influence employee performance such as work discipline, work environment, leadership, workload and other variables. The object studied in this study is only one government agency, namely the Education Office in Pasaman Regency, West Sumatra Province. Further researchers can choose research objects in different industries such as banking, private companies and hospitals.

CONFLICT INTEREST STATEMENT

The authors declare that they have no known competing financial interests or personal relationships that could appear to have influenced the work reported in this paper.

DATA AVAILABILITY STATEMENT

Data is available from the corresponding author upon reasonable request

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