THE EFFECT OF JOB SATISFACTION AND ORGANIZATION COMMITMENT TO JOB PERFORMANCE THROUGH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AS MEDITATION VARIABLE (EMPIRIS STUDY ON PT. BANK MANDIRI AT JAKARTA)

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ABSTRACT

Global competition requires organization to adapt to the ever-rapidly changing ways to do business in the global environment in order to keep survive. The success of the organization does not only depend on facility and infrastructure that is available but also on their employees performance. Therefore, an organization needs to realize how important the role of their employees for the triumph of the organization.

The objective of this research is to find out the effect of job satisfaction and organization commitment to job performance through Organizational Citizenship Behaviour (OCB) as meditation variable.

There were 131 respondents of employee participating. Respondents in this study were only limited to level of the Staff (clerk) until the Department Head only. The additional information gathered through focus group discussion with Human Resources Managers.

The summary of this research is there is effect of job satisfaction to job performance but not significant, there is effect of organization commitment to job performance but not significant, there is effect Organizational Citizenship Behaviour (OCB) to job performance, there is significant effect of job satisfaction to job performance through OCB as meditation variable and there is significant organization commitment to job performance through OCB as meditation variable.

Keywords: Job Satisfaction; Organization Commitment; Job Performance; Organizational Citizenship Behavior (OCB).
INTRODUCTION

Global competition requires organizations to quickly adapt to changes that occur, so that the organization can survive (Mariam, 2016). To stay afloat, an organization must have a good business strategy (Ramli, 2010; Ramli 2012a). Developing existing technology and making new innovations are strategies that are widely used by an organization lately (Puteri & Ramli, 2017).

Facing increasingly fierce competition, one of the main demands that must be considered is the company’s readiness to provide professional human resources who are reliable and able to answer the challenges and advances of the global environment (Ramli, 2012b; Ramli 2013).

The success of an organization does not only depend on the facilities and infrastructure available, but also depends on the performance of employees owned by the organization (Ramli & Sjahruddin, 2015). Therefore an organization must realize how important the role of employees is for the success of an organization (Mariam & Ramli, 2017; Ramli 2016a). One organization's success and setback can be determined by the performance of its employees, because employees are the main driving force in the course of activities in an organization (Ramli, 2016b; Ramli, 2017a).

As a company that continues to grow, PT. Bank Mandiri has superior employees to support its successful performance. This is evidenced by the increasing achievement of PT. Bank Mandiri every year. But in reality the increase does not occur in all product lines, so further studies are still needed.

LITERATURE REVIEW

Job Satisfaction

According to Chasanah (2008) argues that job satisfaction includes reactions or cognitive, affective, and evaluative attitudes. Job satisfaction is a happy emotional state or positive emotion that comes from a work assessment. Therefore, job satisfaction is closely related to the efforts of someone in doing their work. Employees who are not satisfied with their work, usually because they are doing their duties optimally and not trying to do their best in carrying out their duties. While employees who are satisfied with their work, are expected to be able to do their jobs more optimally and are willing
to do more with work that has become their responsibility so that they can assist in achieving organizational goals.

Schnake and Dumbler (2003) job satisfaction is described as three dimensions as follows: (1). Social satisfaction is defined as someone's satisfaction with the aspects of social relations with people who are in the work environment such as friendship, respect and security at work, (2). Intrinsic job satisfaction is defined as someone's satisfaction with the aspects and processes of doing his work, such as achievement, recognition, and development, (3). Extrinsic job satisfaction refers to the feelings of someone about aspects other than work such as leadership style, salary, relationships with colleagues, work and safety atmosphere in the work environment.

**Organization Commitment**

According to Noe (2000), organizational commitment is the extent to which a person positions himself in the organization and is willing to do everything in an effort to achieve the interests of the organization. Someone who has a low level of commitment to his organization, usually just waiting for a good opportunity to come to him.

In the research conducted by Pristiwati and Bambang (2018) organizational commitment can be classified into three, namely: (1). Affective commitment. This commitment refers to the opinions of employees about their willingness to survive in the organization because of the emotional connection of their employees to the organization where they work. This commitment illustrates the attachment, involvement and positive feelings between employees and their organizations. This commitment is considered as an attachment between the emotional person and the organization and its principles. (2). Continuance commitment. This commitment refers to the consideration of something that must be sacrificed such as costs, risks that arise when leaving the organization. So someone decides to stay in an organization because they consider it as a fulfillment of needs, (3). Normative commitment. This commitment refers to a sense of responsibility to the organization for giving a job. Someone will survive in an organization because they feel obliged to be loyal to the organization.
Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is behavior that is not included in the part of a formal work obligation for an employee, but its function can support an organization to be effective.

Organizational Citizenship Behavior (OCB) can be extracted as an action that exceeds formal actions (extra roles), but is not directly related to compensation. That is, if an employee has a high Organizational Citizenship Behavior (OCB), the employee is not paid with money or bonuses, but Organizational Citizenship Behavior (OCB) is more the action of an employee to work beyond what was previously expected (Pristiwati and Bambang, 2018).

Dimensions in Organizational Citizenship Behavior (OCB) according to Putri and Hamidah (2017), namely: (1) Altruism. Actions help volunteers who are experiencing difficulties both work problems and personal problems, (2). Conscientiousness. Employees do business more than voluntarily expected by the organization, (3). Sportmanship. Tolerance actions carried out by employees when the organization is in a poor condition without complaining, (4). Courtesy. Connect well with other employees to avoid personal problems and tend to care for others, (5). Civil Virtue. The act of dedicating himself to the organization, such as following organizational changes, took the initiative to give suggestions for change for the betterment of the organization. The role of Organizational Citizenship Behavior (OCB) can have a good influence on activities in the organization, with the existence of Organizational Citizenship Behavior (OCB) to avoid conflict within the organization. According to Titisari (2014) good citizens will show their Organizational Citizenship Behavior (OCB) actions in their work environment, in order to create a good organization.

Job Performance

Performance according to Bangun (2012) is a variable that is not bound and can be influenced by several factors that have meaning in achieving the goals of the organization. In determining good performance a standard of work is needed that has been decided jointly. Performance standards are measures that will be used as a comparison with the work that has been done to achieve the goals of the organization. According to Bangun (2012) revealed that the employee performance evaluation standards consist of the following: (1). The amount or quantity of work, the number of
jobs produced by employees will be made as basic requirements. There are different requirements in each job, so that it will force employees to fulfill the requirements of the job both in the knowledge, experience, skills and abilities that are appropriate, (2). Quality of work, employees in an organization are led to meet certain requirements in order to produce work in accordance with quality. Quality are levels where a process or result is almost perfect. Every job has different quality standards that must be adjusted by employees so that employees can do it according to the provisions, (3). Timeliness, timeliness is the center where work can be completed or the production can be achieved. For some types of work must be completed in a timely manner, because of the dependence on other jobs. Because if it is not finished in time, it can interfere with other work and will result in the number and quality of work, (4). Attendance, in each type of work employees are required to always be present in working according to the time specified, (5). Cooperation ability, some work cannot be done alone. Some types of work are made possible by more than one person, so cooperation is needed.

**REVIEW PREVIOUS RESEARCH RESULTS**

**Effect of Job Satisfaction on Performance**

Mohammed Inuwa (2017) research in Job Satisfaction and Employee Performance research: An Empirical Approach shows that Job Satisfaction has a positive and significant effect on Employee Performance.

Furthermore, the research was conducted by Fanny Zulida Isnaini, Bambang Swasto Sunuharyo, and Edlyn Khurotul Aini (2018) in a study on the Effect of Job Satisfaction on Employee Performance with the mediator variable Organization Civic Behavior (OCB) (Study of Sahid Montana Malang Hotel employees). (1). Job satisfaction has a significant effect on Organization Civicship Behavior (OCB) on Sahid Montana Malang Hotel employees, (2). Citizenship Behavior Organization has a significant effect on the performance of Sahid Montana Malang Hotel employees, (3). Job satisfaction has a significant effect on the performance of Hotel Sahid Montana Malang employees.

Research by Nasyadizi Nilamsar Noor, Kusdi Rahardjo, and Ika Ruhana (2016), Effects of Job Stress and Job Satisfaction on Employee Performance (Study on Employees of PT Jasa Raharja, East Java Branch), The results of the study show a relationship that is in the same direction as work stress and job satisfaction on employee performance, and
influence separately or jointly on employee performance. The most influential variable on employee performance is work stress.

**Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB)**

Research conducted by Habib Ahmad, Khursheed Ahmad, and Idrees Ali Shah (2010), Relationship Between Job Satisfaction, Job Performance Attitude Towards Work and Organizational Commitment The results showed a weak relationship between Job Satisfaction and performance where the Organizational Commitment had a positive and significant effect on performance and the attitude toward work has a positive and significant effect on job satisfaction.

**Influence between Organization Commitment on Job Performance**

Research by Mery Novelia, Bambang Swasto and Ika Ruhana (2016), Effect of Commitment and Organizational Citizenship Behavior (OCB) on Performance (Study on nursing staff at the Regional General Hospital Dr. Soegiri. The results showed (1). Organizational Commitment had a significant effect on performance, (2) Organization Civicsenship Behavior (OCB) has a significant effect on the performance of nursing staff. Research by Dian Kristianto (2011), Effect of Job Satisfaction on Employee Performance with organizational commitment as an intervening variable. The results showed that job satisfaction has a direct influence on employee performance and can have an indirect influence on employee performance through organizational commitment. The results of organizational commitment research are significant intervening variables in the relationship between job satisfaction and performance.

Research by Ammirul Akbar, Mochammad Al Musadieq and Mochammad Djudi Mukzam (2017), Effect of Organizational Commitment on performance (studies on PT Pelindo Surabaya employees) The results showed that affective, continuity and normative commitment together can have a positive effect on performance, and if tested separately, the three components can also have a positive effect on performance.

Other research was also conducted by Putri and Ramli (2017) and Ramli (2017b), The Effect of Organizational Commitment on the performance of PT. Kinden Indonesia. The results of the research show that organizational commitment has a positive effect on employee performance.
Influence between Organizational Commitments on Organizational Citizenship Behavior (OCB).
Research by Martiyani Pristiwati and Bambang Swasto Sunuharyo (2018), Effect of Organizational Commitment and Organizational Citizenship Behavior (OCB) on Employee Performance (Study on Employees of PT PLN (Persero) Sidoarjo Area). The results showed that organizational commitment and Organizational Citizenship Behavior (OCB) together had a significant effect on performance. Separate organizational commitment significantly influences employee performance.

Influence between Organizational Citizenship Behavior (OCB) on Job Performance
Research by Yumna Dalian Putri and Hamidah Nayati Utami (2017), Effects of Organizational Citizenship Behavior (OCB) on Performance, The results showed that Organizational Citizenship Behavior (OCB) variables were altruism, conscientiousness, sportsmanship, courtesy, simultaneously influential civic virtue on performance. However, one of the variables, namely courtesy, partially does not affect organizational performance.

The Influence of Job Satisfaction on Job Performance that is mediated by Organizational Citizenship Behavior (OCB)
Research conducted by Susanti and Palupiningdyah (2016), Effect of Job Satisfaction and Organizational Commitment on Employee Performance with Turnover Intention as Intervening Variables, The results showed that job satisfaction and organizational commitment had a negative and significant effect on Turnover Intention, job satisfaction and organizational commitment had a positive effect and significant to employee performance, Turnover Intention has a negative and significant effect on employee performance and Turnover Intention can mediate the relationship of job satisfaction and organizational commitment to employee performance.

The Effect of Organizational Commitment on Job Performance that is mediated by Organizational Citizenship Behavior (OCB)
Research by Eeman Mallick, Rabindra Kumar Pradhan, Here Ram Tewari and Lalatendu Kesari Jena (2016), Organizational Behavior, Job Performance, and HR Practices: A
Relational Perspective. Research shows that Organizational Citizenship Behavior (OCB) has a positive and significant effect on performance. Among all the variables that have the strongest relationship with performance is Altruism, while the OCB dimension that has the lowest relationship with performance is the civic virtue. HR practice has a significant effect as moderating the relationship between OCB and performance.

Research by Achmad Fadhil and Yuniadi Mayowan (2018), Effect of Work Motivation and Job Satisfaction on AJB Bumiputera Employee Performance, The results showed that motivation has a positive and significant effect partially on employee performance, job satisfaction has a positive and significant effect partially on employee performance and both have a significant effect on employee performance simultaneously.

**Conceptual Framework**

The conceptual / conceptual framework in this study has four variables, namely: Job Satisfaction (X1), Organization Commitment (X2) on Job Performance (Y) with Organizational Citizenship Behavior (OCB) (Z).

**Picture 1: Conceptual Framework**

**Hypothesis**

**H1:** There is an influence between Job Satisfaction on Job Performance at PT Bank Mandiri.

**H2:** There is an influence between Job satisfaction on Organizational Citizenship Behavior (OCB) at PT Bank Mandiri.
H₃: There is an influence between the Organization Commitment to Job Performance at PT Bank Mandiri.

H₄: There is an influence between Organization Commitment to Organizational Citizenship Behavior (OCB) at PT Bank Mandiri.

H₅: There is an influence between Organizational Citizenship Behavior (OCB) on the Performance of Job of PT Bank Mandiri.

H₆: There is an influence between Job Satisfaction on Job Performance mediated by Organizational Citizenship Behavior (OCB) at PT Bank Mandiri.

H₇: There is an influence between Organization Commitment to Job Performance which is mediated by Organizational Citizenship Behavior (OCB) at PT Bank Mandiri.

**RESEARCH METHODOLOGIES**

This research aims to test the hypothesis (hypothesis testing) on the influence of Job Satisfaction, Organization Commitment on Job Performance with Organizational Citizenship Behavior (OCB) as a mediating variable. In this research the sample used was 131 respondents with position levels from the clerk to the department head. Questionnaires distributed to respondents used a Likert scale of 1 to 5. The data sources in this research used primary and secondary data.

**Research Testing Instruments**

The accuracy and consistency of the results of the study are largely determined by the measuring instruments used. In producing accurate and consistent data, this study uses two types of testing, namely validity testing (test of validity) and reliability testing (test of reliability), which in the testing was carried out with the help of Statistical Package for the Social Sciences software.

**Validity test**

Validity is a measure that can show the validity of an instrument. Instruments can be said to be valid if it has a high level of validity, the instrument can be said to be invalid if it has a low validity level (Arikunto, 2010). The criteria used as a limit in the validity test are \( r > 0.30 \) (Iskandar, 2010).
Table 1: Job Satisfaction Validity Test Results

<table>
<thead>
<tr>
<th>No</th>
<th>Statement item</th>
<th>r Table</th>
<th>r Count</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>I have a friendly and friendly co-worker</td>
<td>0.30</td>
<td>0.680</td>
<td>Valid</td>
</tr>
<tr>
<td>2.</td>
<td>My social needs to interact can be fulfilled</td>
<td>0.30</td>
<td>0.720</td>
<td>Valid</td>
</tr>
<tr>
<td>3.</td>
<td>I have a good relationship with my boss</td>
<td>0.30</td>
<td>0.667</td>
<td>Valid</td>
</tr>
<tr>
<td>4.</td>
<td>The salary and benefits I receive are in accordance with the work I do</td>
<td>0.30</td>
<td>0.537</td>
<td>Valid</td>
</tr>
<tr>
<td>5.</td>
<td>My work space, makes me comfortable at work</td>
<td>0.30</td>
<td>0.536</td>
<td>Valid</td>
</tr>
<tr>
<td>6.</td>
<td>My boss is always wise and can give instructions clearly</td>
<td>0.30</td>
<td>0.626</td>
<td>Valid</td>
</tr>
<tr>
<td>7.</td>
<td>I like my work, because it suits my interests</td>
<td>0.30</td>
<td>0.630</td>
<td>Valid</td>
</tr>
<tr>
<td>8.</td>
<td>I try to do work with full responsibility</td>
<td>0.30</td>
<td>0.510</td>
<td>Valid</td>
</tr>
<tr>
<td>9.</td>
<td>My work allows me to develop a career</td>
<td>0.30</td>
<td>0.659</td>
<td>Valid</td>
</tr>
</tbody>
</table>

Source: Primary data, processed 2018

Table 2: Validity Test Results of Organization Commitment

<table>
<thead>
<tr>
<th>No</th>
<th>Statement item</th>
<th>r Table</th>
<th>r Count</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>I feel proud to be part of this organization / company</td>
<td>0.30</td>
<td>0.708</td>
<td>Valid</td>
</tr>
<tr>
<td>2.</td>
<td>I feel happy when I spend the rest of my career in this organization / company</td>
<td>0.30</td>
<td>0.737</td>
<td>Valid</td>
</tr>
<tr>
<td>3.</td>
<td>I feel heavy when I leave this organization / company even though I really want to</td>
<td>0.30</td>
<td>0.764</td>
<td>Valid</td>
</tr>
<tr>
<td>4.</td>
<td>I still work in this organization / company because it is a necessity</td>
<td>0.30</td>
<td>0.592</td>
<td>Valid</td>
</tr>
<tr>
<td>5.</td>
<td>I feel that this organization / company has contributed a lot to my life</td>
<td>0.30</td>
<td>0.633</td>
<td>Valid</td>
</tr>
</tbody>
</table>

Source: Primary data, processed 2018

Table 3: Validity Test Results of Organizational Citizenship Behavior (OCB)

<table>
<thead>
<tr>
<th>No</th>
<th>Statement item</th>
<th>r Table</th>
<th>r Count</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>I am willing to help do the work of friends who do not work</td>
<td>0.30</td>
<td>0.651</td>
<td>Valid</td>
</tr>
<tr>
<td>2.</td>
<td>I am willing to help ease the work of my overload (overworked) colleague</td>
<td>0.30</td>
<td>0.634</td>
<td>Valid</td>
</tr>
<tr>
<td>3.</td>
<td>I am willing to volunteer to do something without being asked</td>
<td>0.30</td>
<td>0.552</td>
<td>Valid</td>
</tr>
<tr>
<td>4.</td>
<td>I try to do the best for the organization / company</td>
<td>0.30</td>
<td>0.678</td>
<td>Valid</td>
</tr>
<tr>
<td>5.</td>
<td>I always try to finish the job on time</td>
<td>0.30</td>
<td>0.714</td>
<td>Valid</td>
</tr>
<tr>
<td>6.</td>
<td>I always think positively about the policies set by the organization /</td>
<td>0.30</td>
<td>0.698</td>
<td>Valid</td>
</tr>
</tbody>
</table>
company

7. I always try to comply with all regulations set by the organization / company
   0,30  0,749  Valid

8. I always maintain good relations with fellow company employees
   0,30  0,819  Valid

9. I follow developments and changes that occur within the organization / company
   0,30  0,725  Valid

10. I don’t complain when I have to work late
    0,30  0,708  Valid

11. I am happy to accept all organizational / company policies even though they are not as expected
    0,30  0,652  Valid

Source: Primary data, processed 2018

Table 4: Test Results for Job Performance Validity

<table>
<thead>
<tr>
<th>No</th>
<th>Statement Item</th>
<th>r Table</th>
<th>r Count</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>I realize the importance of accuracy in doing work</td>
<td>0,30</td>
<td>0,602</td>
<td>Valid</td>
</tr>
<tr>
<td>2.</td>
<td>I do a job with a calculation, careful and thorough</td>
<td>0,30</td>
<td>0,664</td>
<td>Valid</td>
</tr>
<tr>
<td>3.</td>
<td>I am able and understand the routine tasks that are done every day</td>
<td>0,30</td>
<td>0,687</td>
<td>Valid</td>
</tr>
<tr>
<td>4.</td>
<td>I can fulfill the targets and assignments given</td>
<td>0,30</td>
<td>0,675</td>
<td>Valid</td>
</tr>
<tr>
<td>5.</td>
<td>In doing a job, I will not procrastinate and can complete the work according to the target time</td>
<td>0,30</td>
<td>0,794</td>
<td>Valid</td>
</tr>
<tr>
<td>6.</td>
<td>I look for other alternatives, if I have difficulty completing work</td>
<td>0,30</td>
<td>0,753</td>
<td>Valid</td>
</tr>
<tr>
<td>7.</td>
<td>I am proactive in finding new ways of working so that work becomes more effective</td>
<td>0,30</td>
<td>0,748</td>
<td>Valid</td>
</tr>
<tr>
<td>8.</td>
<td>I obey all work rules and procedures</td>
<td>0,30</td>
<td>0,735</td>
<td>Valid</td>
</tr>
<tr>
<td>9.</td>
<td>I am able to handle emergency situations in carrying out work</td>
<td>0,30</td>
<td>0,709</td>
<td>Valid</td>
</tr>
<tr>
<td>10.</td>
<td>In my work, I do not depend on others</td>
<td>0,30</td>
<td>0,615</td>
<td>Valid</td>
</tr>
</tbody>
</table>

Source: Primary data, processed 2018

Reliability Test

According to Ghozali (2011) reliability test is a measuring instrument used to measure a questionnaire which is indicators of a variable. The variable can be said to be reliable if the Cronbach Alpha value is greater than 0.60 (> 0.60).
Table 5: Reliability Test Results

<table>
<thead>
<tr>
<th>No</th>
<th>Variable</th>
<th>Number of Statement Items</th>
<th>Cronbach’s Alpha</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Job Satisfaction</td>
<td>9</td>
<td>0.874</td>
<td>Reliable</td>
</tr>
<tr>
<td>2.</td>
<td>Organization Commitment</td>
<td>5</td>
<td>0.864</td>
<td>Reliable</td>
</tr>
<tr>
<td>3.</td>
<td>Organizational Citizenship Behavior (OCB)</td>
<td>11</td>
<td>0.919</td>
<td>Reliable</td>
</tr>
<tr>
<td>4.</td>
<td>Job Performance</td>
<td>10</td>
<td>0.919</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

Source: Primary data, processed 2018

RESULTS AND DISCUSSION

Testing data on the hypothesis in this study using Structural Equation Modeling (SEM) with the help of Partial Least Square (PLS) 2.0 software. The purpose of hypothesis testing is to find out whether the tested hypothesis is accepted or rejected. This can be assessed by looking at the t-value of each hypothesis test result. The threshold for t-value is 1.96 which is equivalent to error tolerance (α) of 5% for acceptance and rejection of the hypothesis. If t > 1.96 then there is a significant effect between the variable x and variable y. In this study, the authors used Partial Least Square (PLS) 2.0 software to test the research hypothesis.

Table 6: Hypothesis Test Results

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent of Variables</th>
<th>B</th>
<th>T-Value</th>
<th>Criteria</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 Job Satisfaction</td>
<td>Job Performance</td>
<td>0.025</td>
<td>0.360</td>
<td>&gt; 1.96</td>
<td>H1 rejected</td>
</tr>
<tr>
<td>H2 Job satisfaction</td>
<td>Organization Citizenship Behavior (OCB)</td>
<td>0.562</td>
<td>6.530</td>
<td>&gt; 1.96</td>
<td>H2 accepted</td>
</tr>
<tr>
<td>H3 Organization Commitment</td>
<td>Job Performance</td>
<td>0.039</td>
<td>0.619</td>
<td>&gt; 1.96</td>
<td>H3 rejected</td>
</tr>
<tr>
<td>H4 Organization Commitment</td>
<td>Organization Citizenship Behavior (OCB)</td>
<td>0.305</td>
<td>3.075</td>
<td>&gt; 1.96</td>
<td>H4 accepted</td>
</tr>
<tr>
<td>H5 Organization Citizenship Behavior (OCB)</td>
<td>Job Performance</td>
<td>0.897</td>
<td>17.62</td>
<td>&gt; 1.96</td>
<td>H5 accepted</td>
</tr>
<tr>
<td>H6 Job Satisfaction</td>
<td>Organization Citizenship</td>
<td>0.529</td>
<td>6.216</td>
<td>&gt; 1.96</td>
<td>H6 accepted</td>
</tr>
</tbody>
</table>
The test results on the parameter coefficient between Job Satisfaction and Job Performance show a positive relationship with a coefficient value of 0.025 which means that if Job Satisfaction increases it will increase Job Performance as well. The result of t-value is 0.360 and is significant at $\alpha = 0.05$ (t table of significance 5% = 1.96). The value of t-value is below the critical value of 1.96 so, $H_1$ is accepted and $H_1$ is rejected, even though there is an effect given by Job Satisfaction on Job Performance but the effect given is not significant.

$H_2$: The test results on the parameter coefficient between Job Satisfaction and Organizational Citizenship Behavior (OCB) show a positive relationship with a coefficient of 0.562 which means that if Job Satisfaction increases it will increase Organizational Citizenship Behavior (OCB) as well. The result of t-value is 6.530 and is significant at $\alpha = 0.05$ (t table of significance 5% = 1.96). The t-value is above the critical value of 1.96, then $H_2$ is rejected and $H_2$ is accepted.

$H_3$: The test results on the parameter coefficient between the Organization Commitment and Job Performance show a positive relationship with a coefficient of 0.039, which means that if the Organization Commitment increases, Job Performance will also increase. The result of t-value is 0.619 and is significant at $\alpha = 0.05$ (t table of significance 5% = 1.96). The value of t-value is below the critical value of 1.96 so, $H_3$ is accepted and $H_3$ is rejected, even though there is influence given by the Organization Commitment to Job Performance but the influence given is not significant.

$H_4$: The results of the parameter coefficient test between Organization Commitments towards Organizational Citizenship Behavior (OCB) show a positive relationship with a value of 0.305 which means that if the Organization Commitment increases it will
increase Organizational Citizenship Behavior (OCB) as well. The result of t-value is 3.075 and significant at $\alpha = 0.05$ (t table of significance 5% = 1.96).

**H5:** The result of the parameter coefficient test between Organizational Citizenship Behavior (OCB) on Job Performance shows a positive relationship with a value of 0.897, which means that if Organizational Citizenship Behavior (OCB) increases, Job Performance will also increase. The result of t-value is 17.621 and is significant at $\alpha = 0.05$ (t table of significance 5% = 1.96). The t-value results are above the critical value, then Ho5 is rejected and Ha5 is accepted.

**H6:** The parameter coefficient test between Job Satisfaction on Job Performance and Organizational Citizenship Behavior (OCB) as a mediating variable shows a positive relationship with a coefficient of 0.529 which means that if Job Satisfaction increases the Organizational Citizenship Behavior (OCB) will increase and will increase Job Performance. The result of t-value is 6.216 and is significant at $\alpha = 0.05$ (t table of significance 5% = 1.96). The value of t-value is above the critical value of 1.96 so, Ho6 is rejected and Ha6 is accepted.

**H7:** The parameter coefficient test results between Organization Commitment to Job Performance and Organizational Citizenship Behavior (OCB) as a mediating variable shows a positive relationship, with a coefficient of 0.313 which means that if the Organizational Commitment increases, the Organizational Citizenship Behavior (OCB) will increase Job Performance. The result of t-value is 3.653 and is significant at $\alpha = 0.05$ (t table of significance 5% = 1.96). The value of t-value is above the critical value of 1.96 so, Ho7 is rejected and Ha7 is accepted.

**CONCLUSION**

Based on the results of the data that have been analyzed and processed using SPSS above, it can be concluded as follows: (1) Job Satisfaction has an influence but is not significant towards Job Performance at PT Bank Mandiri; (2) Job Satisfaction has a significant influence on Organizational Citizenship Behavior (OCB) at PT Bank Mandiri; (3) The Organization Commitment has an influence but is not significant
towards Job Performance at PT Bank Mandiri; (4) Organizational Commitment has a significant influence on Organizational Citizenship Behavior (OCB) at PT Bank Mandiri; (5) Organizational Citizenship Behavior (OCB) has a significant influence on Job Performance at PT Bank Mandiri; (6) Job Satisfaction has a significant influence on Job Performance through Organizational Citizenship Behavior (OCB) at PT Bank Mandiri; (7) Organization Commitment has a significant influence on Job Performance through Organizational Citizenship Behavior (OCB) at PT Bank Mandiri.

**IMPLICATIONS**

Based on the results of the above conclusions, some managerial implications can be taken as follows: (1) Organizational Commitments can affect Job Performance for PT Bank Mandiri, therefore organizations must be able to increase the organizational commitment of their employees by providing training and development so that their employees have the skills to do their tasks well, and also establish good communication so that there is no secret between employees and their organizations; (2) Job Satisfaction can have an influence on the Job Performance of employees, therefore PT Bank Mandiri must be able to improve Job Satisfaction by creating a conducive work environment so that positive feelings arise that can make employees feel satisfied; (3) Organizational Citizenship Behavior (OCB) is a factor that greatly affects Job Performance at PT Bank Mandiri both directly and indirectly in this study, to improve Organizational Citizenship Behavior (OCB) can be done by increasing Organization Commitment and Job Satisfaction.

**SUGGESTION**

Based on the conclusions and limitations expressed by the researcher, they can provide suggestions for the next research, including: (1). Add the number of samples in order to describe the condition of the company as a whole, (2). Conduct research on Job Performance by entering other variables such as work motivation or leadership style variables, and (3). Further research can be done at other banks or in different business companies so that the results can be used as a comparison factor about the causes of Job Performance in the banking industry and other business industries in Indonesia.
REFERENCES


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