

The Effect of Job Satisfaction and Organizational Commitment on Employee Performance with Organizational Citizenship Behavior as a Variable Mediation at Pt. Borwita Citra Prima Makassar

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Abstract

Human resource management (HRM) is one of the most important resources in a company, and in Human Resource Management it is also a way to get people to fill the organization. This study aims to: 1. The effect of job satisfaction on employee performance at PT. Borwita Citra Prima Makassar. 2. The effect of organizational commitment on employee performance at PT. Borwita Citra Prima Makassar. 3. The effect of job satisfaction on organizational citizenship behavior at PT. Borwita Citra Prima Makassar. 4. The effect of organizational commitment on organizational citizenship behavior at PT. Borwita Citra Prima Makassar. 5. The influence of organizational citizenship behavior on employee performance at PT. Borwita Citra Prima Makassar.

The analytical method used in this study is quantitative, namely analyzing data in the form of numbers and then discussing it through the calculation of the score or average value of each variable, then continued with statistical analysis carried out to prove the influence between variables with a sample of 73 people. .

The results of this study indicate that job satisfaction has a positive and insignificant effect on employee performance at the company Borwita Citra Prima Makassar. Job satisfaction has a positive and insignificant effect on organizational citizenship behavior at the company Borwita Citra Prima Makassar. Organizational commitment has a positive and insignificant effect on employee performance at the company Borwita Citra Prima Makassar. Organizational Commitment has a positive and insignificant effect on Organizational Citizenship Behavior at the company Borwita Citra Prima Makassar. Organizational Citizenship Behavior has a positive and significant effect on employee performance at the Borwita Citra Prima Makassar company.

Keywords: the effect of job satisfaction; organizational commitment; variable mediation

INTRODUCTION

Human resource management (HRM) is one of the most important resources in a company, and in Human Resource Management (HRM) it is also a way to get people to fill the organization. Usually dealing with this problem is coordinated by the HR department and involves other relevant sections in large organizations. (Wijayanti, 2015).

Human resources as one of the main elements of the company is very important because the human factor plays a very important role in achieving organizational goals. Human resources not only help the organization in achieving its goals but also help determine what can really be achieved with the available resources.

PT. Borwita Citra Prima Makassar is a private company engaged in distribution and logistics with the aim of becoming a world-class company and the business partner of choice for all stakeholders. PT. Borwita Citra Prima Makassar has employees as human resources to carry out various jobs to achieve organizational goals. In supporting the achievement of organizational goals, qualified and highly competent human resources are needed, where they must have scientific insight and good performance. Every current employee has adequate skills in dealing with and carrying out a job, a high work ethic, the ability to apply his work properly in order to achieve organizational goals. (Hendriani et al, 2013).

The most basic thing in realizing the company's goals PT. Borwita Citra Prima is by improving the performance of human resources so that they are able to compete in the midst of market developments and rapid technology. This is based on PT. Borwita Citra Prima Makassar all employee

performance must be improved through Job Satisfaction, Organizational Commitment, and OCB (Organization Citizenship Behavior).

Luthans (2006) defines job satisfaction as the result of employees' perceptions of how well their work provides what they consider important. A person with a high level of job satisfaction has a positive attitude towards his job; someone who is dissatisfied with his job has a negative attitude towards his job (Robbins, 2013). Job satisfaction itself is the result of employees' perceptions of how well their work provides things that are considered important (Luthans, 2011). Meanwhile, Robbins (2013) states that job satisfaction is a positive feeling towards a job that arises from an assessment of the characteristics of the job.

Employee performance can be influenced by organizational commitment. If job satisfaction tends to focus on the attitudes shown by employees towards their work, organizational commitment is more on the attitudes shown by employees towards their company (Luthans, 2011). Organizational commitment itself according to Mowday, et al. (in Luthans, 2011) are; (1) a strong desire to survive as a member of the organization, (2) a willingness to strive for the benefit of the organization, (3) belief in and acceptance of the values and goals promoted by the organization. From various definitions of organizational commitment, Luthans (Luthans, 2011) in his book concludes that organizational commitment is an attitude that reflects employee loyalty to the organization, and is an ongoing process in which organizational members express their concern for the sustainability and success of their organization.

In line with the previous variables, the practice of OCB Behavior (Organizational Citizenship Behavior) carried out by someone in an organization also has a positive impact on employee performance. According to Organ, (in Luthans, 2011), civic organizational behavior is the behavior of a person who is voluntary, not directly or explicitly listed in the formal compensation system, and overall able to support organizational functions. From this statement, it can be understood that the application of OCB Behavior / citizenship organizations is something that is not regulated by the company but can affect performance. The influence of civic organizational behavior on performance has also been widely proven by studies conducted by academics. One study that supports the relationship between these two variables is that conducted by Ebrahimzadeh and Gholami (2016).

The results of research related to employee performance produce different conclusions. Ristiana (2013) in his research states that organizational commitment, job satisfaction and civic behavior are factors that can affect employee performance. In addition, Luthans (2006) stated that organizational commitment and job satisfaction are clearly related to OCB/Organizational Behavior of Citizenship. Budihardjo (2014) said that research on OCB/Citizenship Organization Behavior, especially in Indonesia, is still lacking even though there is information that the role of civic organizational behavior is quite significant with companies in improving organizational performance.

Employee performance is very important in the development of an organization or company, one of which is at PT. Borwita Citra Prima Makassar. The results of the presurvey that have been carried out by the author regarding the performance of employees at PT. Borwita Citra Prima Makassar is currently lacking, because there are still many problems related to employee performance, namely there are still many violations of the rules committed by employees, for example in terms of achieving sales targets which are still lacking, then often late in making work reports, For example, the report must be completed in April but only completed in May, then lack of discipline in work, which is a lot of delaying and trivializing work, still having difficulty in compiling reports related to sales.

LITERATURE REVIEW

A. Human Resource Management

Human resource management is a management field that specializes in studying human relations and roles in corporate organizations. The HRM element is humans who are workers in the company. Then, the focus studied by HRM is only issues related to human labor.

Cardoso (2003) human resource management is, "a movement to recognize the importance of the human element as a potential resource, which needs to be developed in such a way as to be able to make a maximum contribution to the organization and to its development". Meanwhile, Sutrisno (2015:5) human resource management (HRM) is a "strategic area of the organization. Human resource management should be seen as an extension of the traditional view of managing people effectively and for that requires knowledge of human behavior and the ability to manage it.

The function of Human Resource Management according to Syukur (2012: 7), includes: planning, recruitment, selection, orientation, evaluation, compensation, integration, maintenance, dismissal.

B. Job satisfaction

Job satisfaction according to Locke (in Luthans, 2011) is a happy or positive emotional state as a result of an assessment of one's work or work experience. Based on the opinion of Luthans in his book (Luthans, 2011) it is stated that job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important. Job satisfaction is a happy or positive emotional state as a result of an assessment of one's work.

According to Luthans (2011), there are several factors that influence employee satisfaction with their work, including: the work itself, wages, promotions, supervision, work groups, working conditions.

According to Robbins (2015: 181-182), job satisfaction indicators are as follows: Supportive working conditions, Appropriate salary or wages, Supportive coworkers, Work morale.

C. Organizational Commitment

According to Blau and Boal, (in Robbins, 2013), organizational commitment is a condition in which an employee sided with a particular organization and its goals, and intends to maintain membership. According to Mowday, et al. (in Luthans, 2011) revealed that organizational commitment is defined as; (1) a strong desire to survive as a member of the organization, (2) a willingness to strive for the benefit of the organization, (3) belief in and acceptance of the values and goals promoted by the organization. While in his book, Gibson et al. (2012) define commitment as a sense of identification, loyalty, and involvement expressed by employees towards the company or units of the company.

Dessler (in Luthans, 2011) states several references to be applied in the management system in order to increase employee organizational commitment, including: *Commit to people-first values, Clarify and communicate your mission, Guarantee organizational justice, Create a sense of community, Support employee development.* According to Indra Kharis (2010) indicators of organizational commitment are: Employee Willingness, Employee Loyalty, Employee Pride, Affective Commitment

D. OCB (Citizenship Organization Behavior)

Bateman and Organ in Yuliati (2016) explain that civic organizational behavior is extra-role performance, namely useful behavior that is carried out at the employee's own will, regardless of the provisions or obligations imposed on him with the aim of helping others in achieving organizational goals. Citizenship organizational behavior is the awareness of a person or employee in doing additional work outside of working time, be it for personal interests or organizational interests, and this work is not just working alone but also work that helps colleagues or work in a group. The factors that influence the organizational behavior of citizenship according to experts are organizational commitment and procedural justice. OCB indicators according to Podsakoff in Aditya 2017: Altruism, Conscientiousness, Sportsmanship, Courtesy

D. Employee performance

According to Sandy (2015:11), performance is an achievement that has been achieved by employees in carrying out the work that has been given. Meanwhile, according to Sutrisno (2016:151) performance or work performance is the result of work that has been achieved by someone based on his work behavior in carry out work activities. Sutrisno (2016:151) says that there are two factors that affect work performance or performance, namely individual factors and environmental factors. According to Robbins (2016: 260) performance indicators are tools to measure the extent to which employee performance is achieved, including employee work quality, quantity, punctuality, effectiveness.

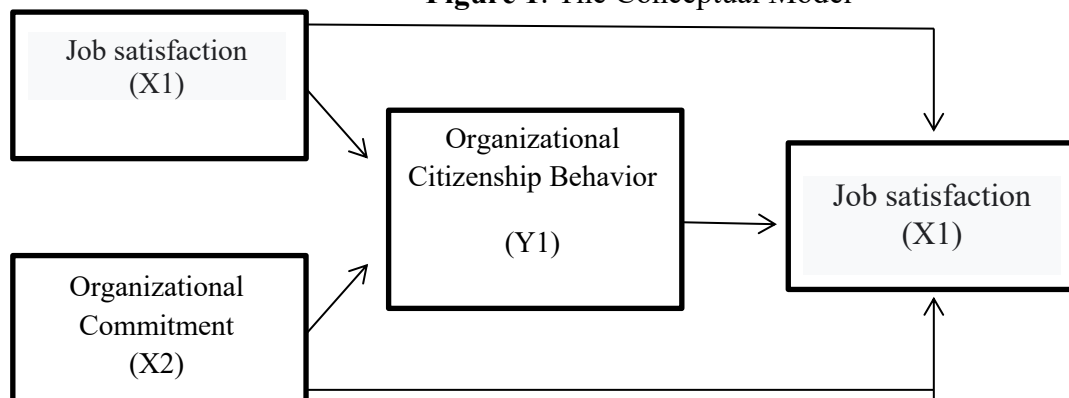
Hypothesis

Based on the theory and conceptual framework, the hypothesis proposed in this study is:

1. H1: Job satisfaction has a positive and significant effect on employee performance at PT. Borwita Citra Prima Makassar.
2. H2: Organizational commitment has a positive and significant effect on employee performance at PT. Borwita Citra Prima Makassar.
3. H3: Job satisfaction has a positive and significant effect on organizational citizenship behavior at PT. Borwita Citra Prima Makassar.
4. H4: Organizational commitment has a positive and significant effect on organizational citizenship behavior at PT. Borwita Citra Prima Makassar.
5. H5: Organizational citizenship behavior has a positive and significant effect on employee performance at PT. Borwita Citra Prima Makassar.

Conceptual Model

Figure 1: The Conceptual Model



RESEARCH METHOD

Location and Research Design

This research was conducted at PT. Borwita Citra Prima Makassar, which is located at Jl. Ir. Sutami No. 24, district. Parangloe, Tamanalenrea Ex., Makassar City. This research was conducted for 1 month starting from March 2022.

Population, Sample, and Sampling Technique

The population in this study are employees who work at PT. Borwita Citra Prima Makassar with a total of 263 employees. The sample in this study were employees of PT. Borwita Citra Prima Makassar. Determination of the sample is done by using the formula Slovin in Sugiyono (2012:91), as follows:

$$n = N / (1 + N(e)^2)$$

Where:

n = Number of Samples

N = Total Population

e = Percentage of allowance for inaccuracy due to sampling error that can still be tolerated or desired is 10% with the following calculation:

$$n = 263 / (1 + 263((0.1)^2)) = 72.45 \text{ Rounded up to 73 employees.}$$

The sampling technique is done randomly or commonly called random sampling at PT. Borwita Citra Prima Makassar.

Data Collection Method

Data collection techniques used are observation, questionnaires and documentation.

Data Analysis Method

Descriptive Statistical Analysis

Inferential Statistical Analysis

This study uses multiple regression analysis (multiple regression method) and or what is commonly called or uses ordinary least square regression (least squares method) which is used to analyze performance satisfaction (X1) Organizational Commitment (X2) and OCB (X3) as independent variables. on Employee Performance (Y) The multiple linear regression equation is as follows: as the dependent variable. Multiple linear regression aims to study the relationship between the independent variable (X) and the dependent variable (Y).

$$Y = + 1X1 + 2X2 + 3X3 + e$$

Information:

Y = Employee Performance

X1 = Performance satisfaction

X2 = Organizational commitment

X3 = OCB

β_1, β_3 = Regression coefficient (β eta)

A = Constant value

E = error term (residual value)

Coefficient of Determination Test (R²)

The coefficient of determination (R²) is intended to determine the best level of accuracy in regression analysis, which is indicated by the magnitude of the coefficient of determination (R²) between 0 (zero) and 1 (one). The coefficient of determination (R²) is zero, meaning that the independent variable has absolutely no effect on the dependent variable. If the coefficient of determination is close to one, it can be said that the independent variable has an effect on the dependent variable.

Determination of the value of the coefficient of determination can be done by multiplying the value of the regression coefficient by the percentage, for that it can be calculated by the following formula:

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

In addition, the coefficient of determination (R²) is used to determine the percentage change in the dependent variable (Y) caused by the independent variable (X). Testing the coefficient of

determination is done by multiplying the correlation coefficient value with the standardized regression coefficient value.

(standized) beta, so that the magnitude of the contribution of each independent variable to the dependent variable can be obtained.

RESEARCH RESULTS AND DISCUSSION

1. Respondent Characteristics

Last Education	Frequency	Percentage (%)
High School	0	0%
D3	11	13%
S1	47	70%
S2	15	17%
Total Respondents	73	100%

DESCRIPTION	TOTAL
Questionnaire sent	73
Total Questionnaire returned	73
Questionnaire that deserves to be tested	73
Retrieval Rate used	100%
Respondent Rate $\frac{73}{73} \times 100\% = 100\%$	

Table 1. Questionnaire Return Details

Source: Data processed, 2022

Table 2. Characteristics of Respondents by Gender

Gender	Frequency	Percentage (%)
Man	49	70%
Woman	24	30%
Total Respondents	73	100%

Source: Data processed, 2022

Thus it can be concluded that the respondents from PT. Borwita Citra Prima Makassar is dominated by 49 men or 70%.

Table 3. Characteristics of Respondents by Age

Age	Person	Percentage (%)
21-30 Years	11	13%
31-40 Years	50	65%
41-50 Years	12	17%
Total	73	100%

Source: Data processed, 2022

Based on these data, it appears that PT. Borwita Citra Prima Makassar has an average age of 31-40 years.

Table 4. Characteristics of Respondents by Last Education

Source: Data processed, 2022

This shows that most of the respondents who became the sample in this study, namely PT. Borwita Citra Prima Makassar has the last education of S1.

2. Description of Respondents' Responses to Research Variables

Data analysis in this study was determined based on the total score of each respondent from the interval class with the number of classes equal to 5. Therefore, the categorization of the total score of each research variable indicator can be calculated as follows (Riduwan,2012) :

$$\text{Category Scale Interval} = \frac{\text{Maximum score} - \text{Minimum score}}{\text{Number of Intervals}}$$

$$\text{Category Scale Interval} = \frac{5-1}{5} = 0.800$$

Table 5. Category Scale Interval

Intervals	Category
1,000 - 1,800	Very bad
1,810 - 2,600	Bad
2,610 - 3,400	Good
3,410 - 4,200	Well
4,210 - 5,000	Very good

Source: Data processed, 2022

a. Description of Respondents' Answers Job Satisfaction Variable (X1)

Table 6. Distribution of Job Satisfaction Answers (X1)

Indicator	Average Score	Category
X1.1	2.91	Good
X1.2	2.97	Good
X1.3	3.09	Good
X1.4	3.20	Good
X1.5	3.20	Good
Average	3.07	Good

Source: Data processed, 2022

This means that employees have a sense of satisfaction with the work they have so that they can support their work.

b. Description of Respondents' Answers Organizational Commitment Variable (X2)

Table 7. Distribution of Organizational Commitment Answers (X2)

Indicator	Average Score	Category
X2.1	2.92	Good
X2.2	2.95	Good
X2.3	3.06	Good

X2.4	3.21	Good
X2.5	3.15	Good
Rata-rata	3.06	Good

Source: Data processed, 2022

This means that high organizational commitment will have an impact on positive attitude towards its employees, namely causing good performance and the desire to keep working in a company.

c. Description of Respondents' Answers Citizenship Behavior Variables

Table 7. Distribution of Organizational Citizenship Behavior Answers (Y1)

Organization (Y1)

Indicator	Average Score	Category
Y1.1	2.74	Good
Y1.2	2.74	Good
Y1.3	2.86	Good
Y1.4	3.58	Well
Y1.5	2.90	Good
Average	2.96	Good

Source: Data processed, 2022

This means a behavior that seeks to provide benefits to the organization that exceeds organizational expectations.

d. Description of Respondents' Answers Employee Performance Variables (Y2)

Table 8. Distribution of Employee Performance Answers (Y2)

Indicator	Average Score	Category
Y2.1	2.54	Good
Y2.2	2.68	Good
Y2.3	2.53	Good
Y2.4	2.87	Good
Y2.5	3.23	Good
Average	2.77	Good

Source: Data processed, 2022

This means that the performance of employees at PT. Borwita Citra Prima Makassar has carried out its duties within a certain period of time, and the quality of the organizational capabilities of the employees in a company is very good.

Validity test

Table 9. Validity Testing based on Loading Factor

	JOB SATISFACTION	EMPLOYEE PERFORMANCE	ORGANIZATIONAL COMMITMENT	ORGANIZATIONAL CITIZENSHIP BEHAVIOR
X1	1.000	0.720	0.996	0.704
X1.1	0.884	0.632	0.885	0.558
X1.1.1	0.828	0.636	0.832	0.519
X1.1.2	0.853	0.565	0.851	0.543
X1.2	0.910	0.676	0.906	0.605
X1.2.1	0.894	0.672	0.894	0.605

X1.2.2	0.816	0.598	0.808	0.531
X1.3	0.890	0.627	0.888	0.605
X1.3.1	0.862	0.607	0.857	0.588
X1.3.2	0.789	0.556	0.790	0.535
X1.4	0.841	0.624	0.836	0.731
X1.4.1	0.811	0.567	0.804	0.677
X1.4.2	0.754	0.596	0.753	0.685
X1.5	0.784	0.539	0.776	0.532
X1.5.1	0.719	0.493	0.706	0.499
X1.5.2	0.722	0.497	0.721	0.478
X2	0.996	0.729	1.000	0.710
X2.1	0.896	0.658	0.903	0.586
X2.1.1	0.844	0.663	0.850	0.545
X2.1.2	0.889	0.607	0.897	0.589
X2.2	0.923	0.685	0.925	0.610
X2.2.1	0.894	0.660	0.896	0.590
X2.2.2	0.874	0.653	0.876	0.579
X2.3	0.900	0.637	0.903	0.620
X2.3.1	0.859	0.595	0.854	0.577
X2.3.2	0.831	0.601	0.841	0.588
X2.4	0.848	0.653	0.851	0.742
X2.4.1	0.823	0.620	0.826	0.695
X2.4.2	0.777	0.612	0.780	0.704
X2.5	0.793	0.549	0.795	0.548
X2.5.1	0.770	0.535	0.776	0.551
X2.5.2	0.722	0.497	0.721	0.478
Y	0.716	0.997	0.724	0.721
Y1.1	0.608	0.872	0.611	0.662
Y1.1.1	0.631	0.865	0.633	0.672
Y1.1.2	0.578	0.874	0.579	0.652
Y1.1.3	0.548	0.787	0.553	0.591
Y1.2	0.535	0.777	0.538	0.617
Y1.2.1	0.572	0.667	0.571	0.591
Y1.2.2	0.502	0.785	0.505	0.606
Y1.2.3	0.407	0.691	0.414	0.507
Y1.3	0.710	0.937	0.716	0.698
Y1.3.1	0.740	0.926	0.745	0.708
Y1.3.2	0.655	0.905	0.659	0.662
Y1.3.3	0.679	0.903	0.686	0.667
Y1.4	0.555	0.773	0.569	0.525
Y1.4.1	0.549	0.751	0.566	0.518
Y1.4.2	0.454	0.673	0.460	0.426
Y1.4.3	0.561	0.756	0.577	0.534
Y1.5	0.337	0.467	0.345	0.240
Y1.5.1	0.274	0.447	0.286	0.210
Y1.5.2	0.383	0.444	0.383	0.229
Y1.5.3	0.237	0.392	0.252	0.186
Z1	0.699	0.725	0.706	0.999
Z1.1	0.639	0.686	0.640	0.810
Z1.1.1	0.586	0.549	0.583	0.736
Z1.1.2	0.585	0.706	0.588	0.746
Z1.2	0.490	0.588	0.497	0.826
Z1.2.1	0.490	0.593	0.497	0.832
Z1.2.2	0.466	0.554	0.473	0.780
Z1.3	0.647	0.595	0.649	0.855
Z1.3.1	0.637	0.592	0.638	0.828

Z1.3.2	0.623	0.566	0.626	0.839
Z1.4	0.388	0.370	0.391	0.614
Z1.4.1	0.376	0.340	0.380	0.579
Z1.4.2	0.328	0.332	0.329	0.536
Z1.5	0.354	0.350	0.367	0.494
Z1.5.1	0.379	0.408	0.389	0.507
Z1.5.2	0.254	0.212	0.266	0.380

Source: Data processed, 2022

Based on the table, that it can be said that all indicators of this research variable are declared to meet convergent validity.

Table 10. Validity Test based on Average Variance Extracted (AVE)

	Average Extracted Variance (AVE)
JOB SATISFACTION	0.702
EMPLOYEE PERFORMANCE	0.588
ORGANIZATIONAL COMMITMENT	0.736
ORGANIZATIONAL CITIZENSHIP BEHAVIOR	0.531

Source: Smart PLS Version 3.00

Figura 2. Average Variance Extracted (AVE)

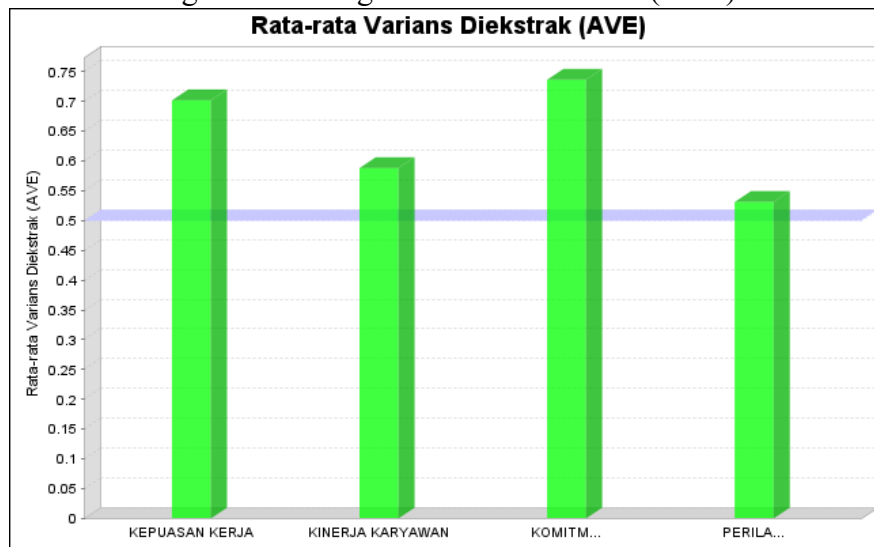


Table 11. Discriminant Validity

	Variabel Laten 1	Variabel Laten 2	Variabel Laten 3	Variabel Laten 4
X1.1	0.880	0.882	0.558	0.630
X1.2	0.909	0.904	0.606	0.674
X1.3	0.891	0.888	0.606	0.624
X1.4	0.842	0.838	0.734	0.623
X1.5	0.787	0.778	0.535	0.538
X2.1	0.893	0.900	0.586	0.656
X2.2	0.922	0.923	0.612	0.684
X2.3	0.901	0.903	0.621	0.634
X2.4	0.849	0.853	0.745	0.651
X2.5	0.795	0.797	0.551	0.548
Y1.1	0.608	0.611	0.660	0.869
Y1.2	0.534	0.538	0.617	0.780
Y1.3	0.710	0.716	0.697	0.936
Y1.4	0.555	0.569	0.526	0.774

Y1.5	0.336	0.345	0.240	0.469
Z1.1	0.639	0.640	0.815	0.686
Z1.2	0.490	0.498	0.816	0.588
Z1.3	0.648	0.649	0.848	0.595
Z1.4	0.389	0.393	0.622	0.368
Z1.5	0.355	0.368	0.506	0.348

Based on table, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables.

Reliability Test

Composite Reliability

Table 12. Reliability Testing based on Composite Reliability (CR)

	Composite Reliability
JOB SATISFACTION	0.974
EMPLOYEE PERFORMANCE	0.966
ORGANIZATIONAL COMMITMENT	0.978
ORGANIZATIONAL CITIZENSHIP BEHAVIOR	0.945

This shows that each variable has met Composite Reliability so that it can be concluded that all variables have high reliability values.

Cronbach's Alpha

Table 13. Cronbach's Alpha

	Cronbach's Alpha
JOB SATISFACTION	0.971
EMPLOYEE PERFORMANCE	0.962
ORGANIZATIONAL COMMITMENT	0.976
ORGANIZATIONAL CITIZENSHIP BEHAVIOR	0.937

Determinant Test (R2)

Table 14. Determinant Test (R2)

	R Square	Adjusted R Square
EMPLOYEE PERFORMANCE	0.624	0.607
ORGANIZATIONAL CITIZENSHIP BEHAVIOR	0.509	0.495

Thus, from these results, this research model can be declared to have a good goodness of fit.

Hypothesis Testing

Table 15. Hypothesis testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
ORGANIZATIONAL COMMITMENT -> ORGANIZATIONAL CITIZENSHIP BEHAVIOR -> EMPLOYEE PERFORMANCE	0.473	0.475	0.338	1.398	0.163
JOB SATISFACTION -> ORGANIZATIONAL CITIZENSHIP BEHAVIOR -> EMPLOYEE PERFORMANCE	-0.168	-0.151	0.330	0.509	0.611

Test Direct Effect

Table 16. Path Coefficient

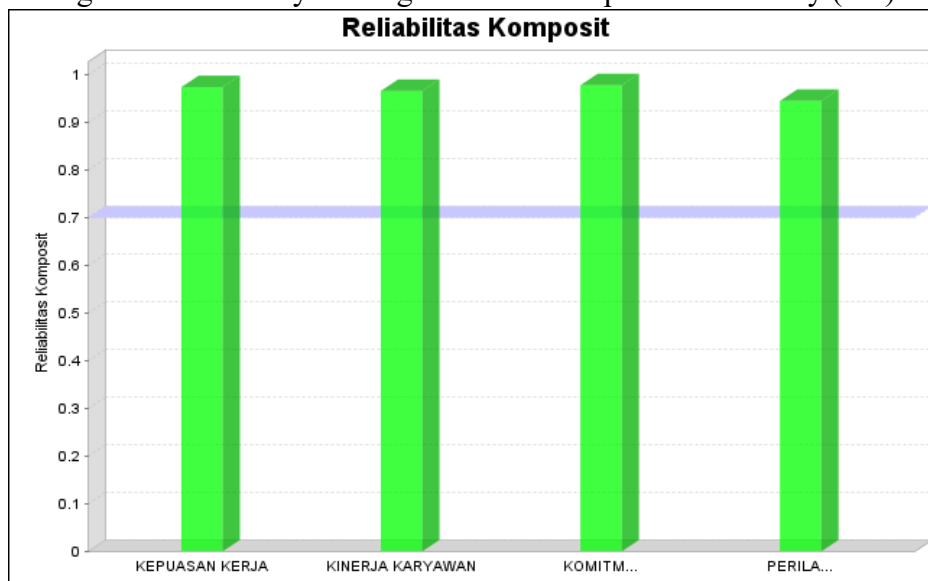
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
JOB SATISFACTION -> EMPLOYEE PERFORMANCE	-0.636	-0.715	0.795	0.800	0.424

JOB SATISFACTION -> ORGANIZATIONAL CITIZENSHIP BEHAVIOR	-0.393	-0.385	0.745	0.527	0.599
ORGANIZATIONAL COMMITMENT -> EMPLOYEE PERFORMANCE	1.362	1.449	0.783	1.740	0.082
ORGANIZATIONAL COMMITMENT -> ORGANIZATIONAL CITIZENSHIP BEHAVIOR	1.104	1.108	0.740	1.492	0.136
ORGANIZATIONAL CITIZENSHIP BEHAVIOR -> EMPLOYEE PERFORMANCE	0.428	0.445	0.121	3.536	0.000

	Cronbach's Alpha
JOB SATISFACTION	0.971
EMPLOYEE PERFORMANCE	0.962
ORGANIZATIONAL COMMITMENT	0.976
ORGANIZATIONAL CITIZENSHIP BEHAVIOR	0.937

Source: PLS Version 3.00

Figure 2. Reliability Testing based on Composite Reliability (CR)



CONCLUSION

Based on the results of testing and discussion, it can be concluded that: Job Satisfaction has a negative and insignificant effect on Employee Performance at the Borwita Citra Prima Makassar company so that the proposed hypothesis is rejected, Job Satisfaction has a negative and insignificant effect on Organizational Citizenship Behavior at the company Borwita Citra Prima Makassar so that the proposed hypothesis is rejected. Organizational commitment has a positive and insignificant effect on employee performance at the company Borwita Citra Prima Makasar so that the proposed hypothesis is rejected. Organizational Commitment has a positive and insignificant effect on Organizational Citizenship Behavior at the Borwita Citra Prima Makassar company so that the proposed hypothesis is rejected, and Organizational Citizenship Behavior has a positive and insignificant effect on Employee Performance at the Borwita Citra Prima Makassar company so that the proposed hypothesis is rejected.

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