

Organizational Commitment and Job Satisfaction as the Basis of Organization Buildingtional Citizenship Behaviour (OCB) and the Implications on Employee Performance

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Abstract

The purpose of this research is to analyze the influence of organizational commitment and job satisfaction as the basis for building Organizational Citizenship Behavior (OCB), and analyzing the effect of OCB employees on the performance of employees of the Notary Office in Bangli Regency. The population and research sample were collected through online surveys from 14 Notary Offices in Bangli Regency and appointed 45 employees as respondents. The data analysis technique used the Partial Least Square (PLS) approach. PLS is a component or variant based on Structural Equation Modeling (SEM) equation models. BB based on the hypothesis testing that has been done, it can be concluded: (1) Job satisfaction has a positive and significant effect on OCB, meaning that this indicates that the higher the level of employee job satisfaction, the employee's OCB will also increase; (2) Organizational commitment has a positive and insignificant effect on OCB. OCB has a positive and significant effect on employee performance, this shows that the higher the employee's OCB level, the higher the employee's performance at the Notary Office in Bangli Regency.

Keywords: Job Satisfaction, Organizational Commitment, OCB, Employee Performance.

1. Introduction

In the current era of globalization, Notary institutions play an important role in every development process, because a Notary is a position that carries out the legal profession and services and provides legal guarantees and certainty for the parties, especially in terms of smooth development processes. Notary as a public official, is one of the state organs equipped with legal authority to provide public services to the public, especially in making authentic deeds as perfect evidence with respect to legal actions in Indonesia as a rule of law. Notary is a public official who is authorized to make authentic deeds and has other powers as referred to in this Law or based on other laws. (Setiawan 2014). The development of the Notary Office in Bali Province seems to be still centered in Badung Regency and Denpasar City (57%), the rest spreads to other districts (43%) including Bangli Regency with the smallest number of Notary offices as many as 14 offices (3.85%) (Ratnaningtyas 2019). In initial observations, there are several Notary Offices in Bali Regency, making internal timeliness completing tasks, leaving work that is not ready and the public or public view of a decrease in employee productivity in providing community services. So with the lack of good employee service

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to the community, it is necessary to evaluate and supervise its employees. With less than optimal employee performance, it is necessary to evaluate and take concrete action to evaluate and supervise employee performance in the form of job satisfaction surveys and employee commitment to the organization to see the extra-role performance of employees.

Notary office has resources which include financial, physical, human (HR) resources, and technological and system capabilities, however the resources owned by the Notary Public are limited, so the leadership is required to be able to empower and optimize their use for the survival of the institution. HR occupies a strategic position among the resources owned by the institution, because without HR, other resources owned by the organization cannot be utilized, let alone to be managed into a product. A good organization, in its development, must focus on human resources in order to carry out its functions optimally, especially in dealing with changes in business and the environment that occur. So thus technical, theoretical, conceptual morals of organizational actors at all levels (levels) of work are needed. An organization will be able to continue to survive, Pradhiptya 2013). There are three categories of employee behavior that are needed in running an organization to be effective and efficient, namely: (a) Employees must be in a system, where when employees go through the recruitment process, employees have low absenteeism, and there is no turnover. (b) Employees perform roles in accordance with the job description set by the company. (c) Shows innovative and spontaneous behavior outside the job description that has been set to achieve goals. Job satisfaction is an interesting topic and is considered important because perceived job satisfaction can affect the running of the organization as a whole. Therefore, it is not surprising that Judge (1993) deep (Sijabat 2011) saw a close relationship between job satisfaction, absenteeism, organizational commitment and turnover. Basically, someone at work will feel comfortable and have high loyalty to the organization, if in his job he feels the satisfaction he wants. Handoko (2003) emphasizes that job satisfaction is a pleasant or unpleasant emotional state with which an employee views his or her job. If someone feels satisfaction from the work he has done so far, then that is enough motivation to stay and endure all the dire conditions that must be accepted or in other words the employee will commit to staying in the organization where he works.

Organizational commitment is an important point of concern based on the premise that individuals form a relationship with the organization. Luthans (2009) defines organizational commitment as an attitude that reflects employee loyalty to the organization and a continuous process where members of the organization express their concern for the organization and its continued success and progress. Employees who have organizational commitment will carry out tasks that are not only tasks that have become their obligations according to existing jobs, but also do other work (extra roles), where if there are employees who are unable to do a job, then this committed employee tend to help colleagues in achieving the goals expected by the organization without comparing their abilities with other employees. So the behavior expected by this organization is not only in-role behavior, but also extra-role behavior. This extra-role behavior is also known as Organizational Citizenship Behavior (OCB). (Organ, DW, Podsakoff, PM, & MacKenzie 2006). In short, OCB shows a voluntary behavior of individuals (in this case employees) which is indirectly related to the reward system but contributes to organizational effectiveness. OCB is an extra-role behavior (not listed in the job description and not related to an important reward system for individuals / employees to improve the efficiency and effectiveness of the organization or company. This behavior arises because of a sense of belonging / a member. of the organization and feelings satisfied if they can provide something more to the organization This feeling of being part of the organization and feeling satisfied only occurs when employees have a positive perception of the organization (Pradhiptya 2013).

The findings of previous studies that have a relationship between job satisfaction, organizational commitment, OCB and employee performance vary widely across various research studies. The results obtained (Widayanti and Farida, 2004; Pradhiptya, 2013; Astakoni and Oka

Pradnyana, 2015; Barlian, 2016; Iswara Putra Dewi 2016; Soeghandi, Sutanto, and Setiawan 2013; Yuliani and Katim, 2017) found that job satisfaction has a positive significant effect on *Organizational Citizenship Behavior* (OCB). In contrast to the findings (Mohammad, Habib, and Alias 2011) who found a positive insignificant relationship of job satisfaction to OCB. Too (Mehboob and Niaz 2012) yang found a weak relationship between job satisfaction and OCB. (Widayanti and Farida 2004; Sena 2011; Pradhiptya 2013; Hidayat and Kusumawati 2015; Rini, Rusdarti, and Suparjo 2013; Yuliani and Katim 2017), found that organizational commitment has a significant positive effect on OCB. The relationship between OCB and employee performance has been made among others, by (Fitriastuti 2013; Ticoalu 2014; (Putrana, Fathoni, and Warso 2016) (Novelia, Swasto, and Ruhana 2016) who get employee OCB has a significant positive effect on employee performance, while it is different from the findings (Komalasari, Nasih, and Prasetyo 2009) who get OCB has no effect on employee performance in the city / regency government of East Java Province. Based on the theoretical exposure and research results (research gap) before then the objective The purpose of this study is to describe the influence of OCB variables, especially job satisfaction and organizational commitment to OCB, and to analyze the effect of employee OCB on the performance of employees of the Notary Office in Bangli Regency.

2. Literature Review

Employee Performance

According to (Rivai and Sagala 2013) put forward the notion of performance is the work result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given. Mangkunegara (2010) states that employee performance is an expression such as output, efficiency and effectiveness which are often associated with work productivity. Employee performance is the work result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. According to (Dessler 2010) states that performance appraisal means evaluating the current past performance of its employees relative to their performance standards. Performance appraisals usually use specialized assessment tools such as teaching appraisal forms in the appraisal process. So performance measurement is a process of assessing the company's operational activities in the form of actions and activities of an organization in a certain period according to predetermined goals. So in other words, performance measurement is an assessment of the level of effectiveness and efficiency of organizational activities. Mas'Ud (2004) performance is the result of the achievement of the efforts that have been made which can be measured by certain indicators. Performance is a condition that must be known and informed to certain parties to determine the level of achievement of an agency's results related to the vision of an organization and to know the positive and negative impacts of an operational policy taken. Employee performance indicators in this study were developed through a questionnaire with a Likert scale, namely: (a) Quality of work; (b) Quantity of work; (c) Work according to work procedures; (d) Thorough in work; (e) High creativity.

Organizational Citizenship Behavior (OCB)

Greenberg and Robert (2003) mThe definition of OCB is a form of someone's informal behavior outside of the formal behavior expected of them to contribute to the good of the organization and what is in it. In other words, OCB behavior is not listed directly in the job description of employees but is highly expected because this behavior has a positive effect on the sustainability of the organization. Spector (2006) defines OCB as behavior outside the formal requirements of the job that benefits the organization. Employees who exhibit these behaviors make a positive contribution to the

organization through behavior outside of job descriptions, in addition to employees still carrying out their responsibilities according to their jobs. In line with the definition revealed by Spector, (Organ 1988) Defines OCB as behavior which is an individual choice and initiative, not related to the formal reward system of the organization but to increase organizational effectiveness. Podsakoff, Ahearne, and MacKenzie (1997) defines OCB as voluntary behavior, behavior that exceeds task demands that contribute to organizational success. According to Organ (1988), OCB consists of five dimensions: (1) altruism, which is behavior to help ease work aimed at individuals in an organization, (2) courtesy, which helps colleagues prevent problems with their work by providing consultation and information and respecting their needs, (3) sportsmanship, namely tolerance for less than ideal situations in the workplace without complaining, (4) civic virtue, which is involved in organizational activities and cares about organizational survival, (5) conscientiousness, namely doing things that benefit the organization such as complying with the rules in the organization.

Job Satisfaction

Mangkunegara (2011) states that job satisfaction is the feeling of support or not support from employees related to their work or with their condition. According to (S. Robbins and Judge 2009) Job satisfaction is a positive feeling about one's job which is the result of an evaluation of its characteristics. According to (Mathis and Jackson 2006) At its most basic level, job satisfaction is the positive emotional state of evaluating a person's work experience. According to (SP Robbins 2008) Job satisfaction can arise because of a mentally challenging job, appropriate rewards, supportive working conditions, supportive co-workers, personal fit for work. Based on this explanation, it can be seen that salary is not an absolute factor that underlies people being satisfied or dissatisfied. According to Herzberg's Two-Factor theory, employees generally identify satisfaction with internal factors within themselves, such as achievements and promotions. Conversely, employees will identify job dissatisfaction with external factors such as salary, support from friends and supervisors.

Organizational Commitment

Mowday; Steers; Porter (1982) (in Luthans 2009) argued that as an attitude, organizational commitment is most often defined as: (1) a strong desire to remain as a member of a particular organization; (2) The desire to try hard according to the wishes of the organization; (3) Certain beliefs and acceptance of organizational values and goals. Armstrong (2006) argued that organizational commitment refers to love and loyalty. This organizational commitment is related to a willingness to be in and be part of the company. Sopiah (2008) concluded that organizational commitment is a psychological bond of employees characterized by a strong trust and acceptance of the goals and values of the organization, a willingness to strive for the achievement of organizational interests, and a strong desire to maintain their position as a member of the organization. Mowday (in Sopiah, 2008) mention work commitment as another term for organizational commitment. Organizational commitment is a dimension of behavior that can be used to assess the tendency of employees to stay as members of the organization. Based on this explanation, it can be concluded that work commitment or organizational commitment is a condition in which individuals adhere to the values and goals of the organization and feel that they belong to the organization so that they decide to stay in the organization.

HYPOTHESIS

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

According to (Locke, Ginsborg, and Peers 2002), employee satisfaction or dissatisfaction depends on the difference between what is expected. Conversely, if what the employee gets is lower than expected it will cause the employee to be dissatisfied. However, various studies have found evidence that organizations that have more satisfied employees tend to be more effective than organizations that have less satisfied employees. The effectiveness of an organization can be seen from work interactions at the individual, group, and organizational systems level that produce human output that has a low level of absenteeism, low employee turnover, minimal deviant behavior in the organization, achievement of job satisfaction and employees must also have *Organizational Citizenship Behavior* (OCB) (S. Robbins and Judge 2009) The findings obtained by (Widayanti and Farida 2004; Pradhiptya 2013; Astakoni and Oka Pradnyana, 2015; Barlian, 2016; Iswara Putra and Dewi 2016; Soeghandi, Sutanto, and Setiawan 2013; Yuliani and Katim 2017) that job satisfaction has a significant positive effect on OCB. Based on the existing theoretical basis, the following hypothesis is raised: H1: Employee job satisfaction has a significant positive effect on *Organizational Citizenship Behavior* (OCB).

The Effect of Organizational Commitment on *Organizational Citizenship Behavior* (OCB)

Organizational Citizenship Behavior can arise from various factors in the organization, including job satisfaction and employee commitment (S. Robbins and Judge 2009). When employees are satisfied with what is in the organization, the employees will provide maximum and best performance results. Likewise with employees who have a high commitment to the organization, will do anything to advance the company because they have confidence and trust in the organization where the employee works. (Luthans, 2009). When an employee has a high commitment to the company, the employee has the satisfaction of working wholeheartedly and is willing to take actions aimed at advancing the company. Some of the previous findings also agree with the existing concept as obtained by (Widayanti and Farida 2004; Sena 2011; Pradhiptya 2013; Hidayat and Kusumawati 2015; Rini, Rusdarti, and Suparjo 2013; Yuliani and Katim 2017); found that organizational commitment has a significant positive effect on OCB. So based on the references used in this study and previous research as a reference, the following hypothesis is set: H2: The higher the employee's organizational commitment, the higher the *Organizational Citizenship Behavior* (OCB).

Influence *Organizational Citizenship Behavior* (OCB) on employee performance

Organizational Citizenship Behaviour (OCB) is an individual contribution that exceeds the demands of the role in the workplace. OCB involves several behaviours including the behaviour of helping others, volunteering for extra tasks, obeying rules and procedures in the workplace. Behaviours that describe the added value of employees "which is one form of pro-social behaviour, namely positive social behaviour, constructive and meaningful to help. (Aldag and Resckhe 1997). OCB is a term used to identify behaviors that carry out activities outside of their main duties, but this behavior is desirable to be salable and useful for the organization. The organization must believe that to achieve its excellence, it is necessary to strive for the highest individual performance. Basically, individual performance affects team performance and ultimately affects the overall organizational performance. The behaviors that are demanded by the organization are not only in-role behavior but also extra-role behavior. Extra-role behavior is very important because it provides better benefits to support the sustainability of the organization (Oguz 2010). Extra-role behavior in organizations is known as *Organizational Citizenship Behavior* (OCB). OCB is an attitude that many organizations expect employees to have. This is because OCB is considered to be beneficial to organizations that cannot be grown by means of formal role obligations or by means of contracts or recompenations.

If we look further, OCB is a factor that makes a positive contribution to the work results of the organization as a whole. The results of previous research that support this concept include (Fitriastuti 2013; Ticoalu 2014; Putrana, Fathoni, & Warso 2016; Novelia, Swasto, and Ruhana 2016) which states that employee OCB has a significant positive effect on employee performance. Based on the previous concepts and findings, the hypothesis H3: *Organizational Citizenship Behavior* (OCB) has a significant positive effect on employee performance.

3. Methodology

Research Design

The research design used in this study is causal, which explains the causal relationship between research variables. The relationship pattern between latent variables in this study is the result of the relationship between exogenous variables and endogenous variables. Because the nature of the variables / constructs in this study is unobservable (latent variable), an approach with measurement through indicators is used.

Place & Object of Research

This research was conducted at the Notary Office in Bangli Regency with the research subjects being all employees of the 14 existing notary offices, so that the total number of employees was 45 people. The objects or variables of this study are Employee Performance, Employee OCB, Job Satisfaction and Organizational Commitment.

Population and Sample Determination

Population is a combination of all elements in the form of events, things, or people who have similar characteristics that are the center of attention of researchers, therefore it is seen as a universe of research. (Ferdinand 2014). The population in this study were all employees of the Notary office in Bangli Regency, amounting to 45 employees. Sampling was done by taking the entire population (saturated sample), namely 45 respondents.

Data Collection Technique

Data collection techniques used in this study are: through questionnaires. The questionnaire in this study used closed-choice questions. Meanwhile, observation is a research method in which the researcher makes direct observations on the object of research. Collecting data through questionnaires, where the data obtained is qualitative. According to (Sugiyono 2007) Likert scale is used to measure attitudes, opinions and perceptions or a group of people about social phenomena. Each questionnaire answer has a weight or value score with a Likert scale as follows: Answer Strongly agrees (SS) gets a score of 5; Answer agree (S) gets a score of 4; The neutral answer gets a score of 3; Answer disagree (TS) got a score of 2; Answer strongly disagree (STS) got a score of 1

Operational Definition and Variable Indicators

Research variables are things that can differentiate or bring variations in value by using two variables, namely the exogenous variables of this study are employee job satisfaction (X1) and organizational commitment (X2) and endogenous variables or dependent variables are the variables that are the center of researcher's attention, namely OCB (Y1) and Employee Performance (Y2).

The Dependent Variable (Endogenous variable)

a. Employee Performance (Y2)

Employee performance is a result achieved by workers in their work according to certain criteria that apply to a job (Robbins 2008). Employee performance indicators in this study are taken from Tsui et al, Mas'ud (2004) in Sutrisno (2010) (Astakoni 2014) namely: a) The quantity and quality of work, b) Efficiency that exceeds the standard, c) High innovation, d) Work is completed on time, e) Knowledge according to work, f) Work according to work procedures

b. Organizational Citizenship Behavior (OCB) (Y1)

OCB is extra-role behavior (not listed in the job description and not related to the reward system) which is important for individuals / employees to improve the efficiency and effectiveness of the organization or company. According to a study conducted by (Mujiati 2015; Astakoni and Oka Pradnyana 2015) describes five indicators to measure OCB, namely (a) *Conscientiousness*, (b) *Altruism*, (c) *Civic virtue* (d) *Sportmanship*, (e) *Conscientiousness*.

Exogenous Variables

a. Job satisfaction

Job Satisfaction (X1) is a person's feelings about his job by considering the aspects that exist in his job so that a feeling of pleasure or displeasure with his work situation and his colleagues arises. In this study, job satisfaction is approached by seven indicators, namely (Mas'Ud 2004; Astakoni and Oka Pradnyana 2015): (a) *Peinteresting work*, (b) *devotion is appropriate*, (c) *sense of belonging*, (d) *staying in the company*, (e) *a high sense of caring*, (f) *serious about the task*, (g) *spending time in the company*.

b. Organizational Commitment (X2)

Organizational commitment is the closeness of employees to the organization where they are or commitment is the involvement & loyalty of employees to the organization. F Mas'ud, 2002 in (Astakoni, 2014) states that commitment is formed by the following five indicators: (a) *employee care*, (b) *employee pride*, (c) *employee enjoyment of the organization*, (d) *individual and organizational alignment*, (e) *willingness to work extra*.

Descriptive Statistical Analysis

Descriptive analysis is used to describe / describe the characteristics of the respondent and the characteristics of the respondent's answer to the indicators taken from the research construct. In this study, data processing uses the help of the SPSS ver 22 programs.

Inferential Statistical Analysis

In business phenomena, an endogenous variable can be influenced by several exogenous variables, it is also able to influence endogenous variables simultaneously, resulting in a very complicated research model. (Suliyanto 2011), (Ferdinand 2014). In this study, data analysis used the Partial Least Square (PLS) approach. PLS is a model of Structural Equation Modeling (SEM) based on components or variants, namely PLS path modeling, which has two models, namely the outlier model and the inner model. PLS is a powerful analytical method (Ghozali 2011), because it is not based on many assumptions.

Outlier Model (Measurement Model)

Terk with the indicators that form latent variables in this study are reflexive, then the evaluation of the measurement model (measurement model / outer model), to measure the validity and reliability

of these indicators is convergent validity, discriminant validity, and composite reliability (Sabil 2019).

Inner Model (Structural Model)

The evaluation of the structural model (Structural Model / Inner Model) is a measure to evaluate the level of accuracy of the model in the study as a whole, which is formed through several variables along with their indicators. The evaluation of this structural model will be carried out through several approaches including: a) R-Square (R²) or the coefficient of determination, b) Q-Square Predictive Relevance (Q²) obtained through the PLS Blinfoling process, with the criteria Q² > 0), and c) Goodness of Fit (GoF) (Sabil 2019) provided that GoF = 0.10 (Small) GoF = 0.25 (Medium) GoF = 0.36 (Large). The GoF value is obtained manually through the formula:

$$GoF = \sqrt{AVE \times R^2}$$

Where:

GoF = *Goodness of Fit*

AVE = *Average Variance Extracted*

R² = *Coefficient Determination*

4. Result and Discussion

Research Findings

Respondent Characteristics Description is a description of the whereabouts of the respondents involved in the research, namely by gender (gender), years of service, and last education. Of the total sample of 45 company employees studied, all were able to fill out and return the questionnaire given. Based on the number of samples available, the characteristics of the research respondents in terms of gender or gender, the majority of respondents in this study were women, namely 33 people or 73.30% and the remaining 12 people (26.70%) were men. On the basis of the results of cross tabulation (cross-tab), the distribution in more detail can be seen in the following table:

Table 1. Description of the Characteristics of Research Respondents based on Gender, Work Period & Last Education

Gender	Years of service	Last Education (in%)			Total (%)
		SMA / SMK	Diploma	Bachelor	
Women	<5 years	3.00	0.00	3.00	6.00
	5 - 10 years	15.20	12.10	27.30	54.60
	11 - 15 years	0.00	15.20	9.10	24.30
	> 20 years	0.00	9.10	6.00	15.10
Total girls		18.10	36.40	45.50	100.00
Male	<5 years	0.00	0.00	8.30	8.30
	5 - 10 years	0.00	0.00	50.00	50.00
	12 - 15 years	0.00	8.30	0.00	8.30
	> 20 years	0.00	16.70	16.70	33.40
Total Male		0.00	25.00	75.00	100.00

Source: data from the Notary Office in Bangli Regency.

When observed in Table 1, it can be described that the male respondents had the lowest education level of diploma (25%) and the majority had a bachelor degree (S1) by 75%. For female respondents, it seems that there are still quite a lot of high school / vocational high school education (SMA / SMK) education at 18.10%, 36.40% for Diploma and 45.50% for undergraduate. Overall, seen from the

tenure of both male and female gender, the majority are in the position of 5 - 10 years. So with education the majority of graduates from PT (Bachelor / S1) and with the remaining working period are still relatively long, so that the current institution / organization have human resources who are still very potential to be developed.

Inferential Statistics Results

Outer Model Evaluation (Convergent Validity) From the measurement model with a reflective indicator, it can be seen from the correlation between the indicator score and the construct score. Individual indicators are considered valid if they have an AVE value > 0.50 and the outlier loading is above (> 0.50)

Table 2. Outer Loading Model Estimation Results

Indicator	Satisfaction Work	Performance Employees	Commitment Organizational	OCB
Performance 1		0.786		
Performance 2		0.740		
Performance 3		0.682		
Performance 4		0.837		
Performance 5		0.766		
Performance 6		0.780		
Commit 1			0.912	
Commit3			0.717	
Commit4			0.547	
Ocb1				0.769
Ocb2				0.714
Ocb3				0.787
Ocb4				0.788
Ocb5				0.719
Satisfied 1	0.833			
Satisfied	0.665			
Satisfied 3	0.834			
Satisfied4	0.695			
Satisfied 5	0.836			
Satisfied 6	0.844			
Satisfied7	0.687			

Table 3. Average Variance Extracted (AVE) Latent Construct Value

Construct	AVE
Job satisfaction	0.600
Employee performance	0.588
Organizational Commitment	0.548
Organizational Citizenship Behavior (OCB)	0.572

Source: researcher data processing results

The results of the analysis show that the AVE value and outlier loading (Tables 2 and 3) of all indicators that reflect each construct have an outer loading value > 0.50 and are significant at the 0.05 level and the AVE value > 0.50 then all indicators are declared valid. as a construct gauge.

Discriminant Validity

Measuring the validity of the indicators that form latent variables can also be done through discriminant validity. The output discriminant validity is shown through HTMT (Heterotrait-Monotrait Ratio < 0.90) so that it is declared valid. The output of discriminant validity is shown through the results of the following table data processing

Table 4. Discriminant Validity Test (HTMT)

Construct	Satisfaction Work	Performance Employees	Commitment Organizational	OCB
Job satisfaction				
Employee performance	0.850			
Organizational Commitment	0.483	0.568		
Organizational Citizenship Behavior (OCB)	0.836	0.841	0.675	

Composite Reliability

A measurement can be said to be reliable, if composite reliability and Cronbach alpha have a value greater than 0.70. Composite reliability is a measure of the reliability between indicator blocks in the research model.

Table 5. Test Composite Reliability

Construct	Composite Reliability
Job satisfaction	0.912
Employee performance	0.895
Organizational Commitment	0.777
OCB	0.870

Table 5. shows that the value of the composite reliability of all constructs has shown a value greater than 0.70 so that it meets the reliable requirements based on the composite reliability criteria.

Inner Model Test Evaluation

Used to evaluate the overall model with analysis tools seen from the R-Square (R²), *Q-Square Predictive Relevance* (Q²) and *Goodness of Fit* (GoF)

Table 6. Overall Model Test

Construct	R. Square	Q2	GoF
Employee performance	0.632	0.356	0.589
OCB	0.827	0.450	0.674

Based on Table 6, to evaluate the overall model with analysis tools seen from the R-Square (R²) side, *Q-Square Predictive Relevance* (Q²) and *Goodness of Fit* (GoF) then the overall model is declared very good. Testing the relationship between latent constructs as hypothesized in the study is carried out through the resampling process with the bootstrapping method, according to the following table. Table 4 provides the estimated output for structural model testing where the expected result is Ho is rejected or a sig value <0.05 (or a statistical t value> 1.96 for a test with a significant level of 0.05).

Table 7. Path Analysis and Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics (O / STERR)	P-Value / explanation
Job satisfaction → OCB	0.758	0.760	0.100	7,558	0,000 Significant
Organizational Commitment → OCB	0.246	0.234	0.134	1,833	0.067 Not significant
OCB → Employee performance	0.795	0.802	0.072	11,076	0,000 Significant

Source: researcher data processing results.

Hypothesis Test Results and Discussion

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

Hypothesis 1, which states that the higher the job satisfaction, the higher or higher the employee's OCB. In testing hypothesis 1, it was found that job satisfaction has a positive effect with a coefficient value of 0.758 (positive) and a p-value of 0.000 (or t-statistic $7.588 > 1.96$), meaning that hypothesis 1 (H1) is accepted, so this is in accordance with the statement increasingly higher employee job satisfaction, the higher the Organizational Citizenship Behavior (OCB). This research supports research (Widayanti and Farida 2004; Pradhiptya 2013; Astakoni and Oka Pradnyana, 2015; Barlian, 2016; Soeghandi, Sutanto, and Setiawan 2013; Adhi Kerisna and Suana 2017; Yuliani and Katim 2017; Adhi Kerisna and Suana 2017) who found that job satisfaction has a significant positive effect on *Organizational Citizenship Behavior* (OCB). On the contrary these findings are not in line with the findings (Mohammad, Habib, and Alias 2011) who found a positive insignificant relationship of job satisfaction to OCB. Also rejects research (Mehboob and Niaz 2012) which indicates a weak relationship between job satisfaction and OCB, as well as findings (Ayu Hardianti 2013) found no effect between employee job satisfaction on OCB at the Parmadi Utomo Cooperative Semarang. The findings of this study also support the theory presented (SP Robbins 2008) that Satisfied employees tend to talk positively about the organization, help other individuals, and exceed normal expectations in their work, in other words, these employees show organizational behavior that is able to exceed the normal expectations of the organization which is often referred to as Organizational Citizenship Behavior (OCB).

The Influence of Organizational Commitment on Organizational Citizenship Behavior (OCB)

Hypothesis 2, which states that the higher the organizational commitment, the higher the employee's OCB. In testing hypothesis 2, it was found that organizational commitment has a positive effect with a coefficient value of 0.246 and a p-value of $0.067 > 0.05$ (or t-statistic $1.833 < 1.96$), so this means that hypothesis 2 (H2) is rejected. This study is in accordance with the findings obtained by (Darmawati, Hidayati, and Herlina S, 2013) who found that organizational commitment had no significant positive effect on OCB. These findings are conceptually consistent with what was hypothesized, but because the p-value is > 0.05 , it means that the results obtained cannot be applied to the population. Conversely, the results of this research are not in accordance with the findings obtained by (Widayanti and Farida 2004; Pradhiptya 2013; Hidayat and Kusumawati 2015; Barlian 2016; Yuliani and Katim 2017; Adhi Kerisna and Suana 2017) who found that organizational commitment has a significant positive effect on OCB. Mowday's Opinion (in Sopiah, 2008) call work commitment as another term for organizational commitment and organizational commitment is a dimension of behavior that can be used to assess the tendency of employees to stay as members of the organization. Based on the explanation and results of the analysis above, it seems that these findings do not support a situation where individuals adhere to the values and goals of the organization and feel they belong to the organization so that they decide to stay in the organization.

The Effect of Organizational Citizenship Behavior (OCB) on Employee Performance

Hypothesis 3, which states that the higher the employee's OCB, the higher the employee's performance. In testing hypothesis 3, it was found that employee's OCB had a positive effect with a coefficient value of 0.795 (positive) and a p-value of 0.000 (or t-statistic $11.076 > 1.96$), so this means that the hypothesis (H3) is accepted. In the sense that the stronger or higher the employee's OCB is, it will be able to improve employee performance at the Notary Office in Bali Regency. This research is in accordance with the findings obtained by (Fitriastuti 2013; Ticoalu 2014; Putrana, Fathoni, & Warso 2016; Novelia, Swasto, and Ruhana 2016) who get employee OCB has a significant positive effect on employee performance. While the results of this study are not in accordance with research results (Komalasari, Nasih, and Prasetyo 2009) who get OCB has no effect on employee performance in the city / regency government of East Java Province. So the existence of employee OCB is considered beneficial for the organization that cannot be grown by means of formal role obligations

or by means of contracts or recommendations. When viewed further, OCB is a factor that makes a positive contribution to the overall work results of the organization. This is in accordance with the opinion Oguz (2010) where is OCB or pextra-role behavior is very very important because it provides better benefits to support the sustainability of the organization. Extra-role behavior in organizations is very much expected by organizations to have by their employees (Organ 1988).

5. Conclusion

Based on the hypothesis testing that has been done, it can be concluded: (1) job satisfaction has a positive and significant effect on OCB. This shows that the higher the level of employee job satisfaction, the higher the employee's OCB will be; (2) Organizational commitment has a positive and insignificant effect on OCB. OCB has a significant positive effect on employee performance. In the sense that the higher the employee's OCB level, will improve the performance of the employees of the Notary Office in Bangli Regency. Based on the description above, the recommendations put forward for further research are; 1) raising a larger number of respondents or expanding the research area, 2) raising more latent constructs considering that there are so many determinants that affect OCB and / or employee performance, especially those related to notarial organizations / institutions.

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