

Optimizing Commitment

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Abstract

Support for facilities and infrastructure as well as adequate financial sources are other important elements in moving the wheels of an organization, but without the support of reliable human resources, organizational activities will not run, so optimizing the achievement of organizational goals cannot be achieved. This condition suggests that human resource development is an inevitable demand in order to ensure the availability of quality human resources according to organizational demands. The results of this research are as follows: Discipline has a positive and significant effect on Job Satisfaction with a value of 0.353 and a significant 0.012. Work Discipline has a positive and insignificant effect on Organizational Commitment with a value of 0.090 and a significant value of 0.323. Job Satisfaction has a positive and significant effect on Organizational Commitment with a value of 0.745 and a significant value of 0.000. Organizational Citizenship Behavior has a positive and significant effect on Job Satisfaction with a value of 0.557 and a significant 0.000. Organizational Citizenship Behavior has a positive and insignificant effect on Organizational Commitment with a value of 0.070 and a significant value of 0.301. Work Discipline has a positive and significant effect on Organizational Commitment through Job Satisfaction with a value of 0.263 and a significant value of 0.008. Organizational Citizenship Behavior has a positive and significant effect on Organizational Commitment through Job Satisfaction with a value of 0.415 and a significant value of 0.004.

Keywords: Organizational Citizenship Behavior, Work Discipline, Job Satisfaction, Organizational Commitment

INTRODUCTION

Organization as a system will involve various resources and sources of funds that support each other and support each other. Support for facilities and infrastructure and adequate sources of funds are other important elements in driving the wheels of the organization, but without the support of reliable human resources, organizational activities will not run, so that optimization of achieving organizational goals is impossible to achieve. Human Resources (HR) are a very valuable asset for an agency because HR is the main driver of the agency. HR must be managed optimally, continuously and given extra attention and fulfill their rights, in addition HR is a partner of leadership to achieve agency goals. Organizational Citizenship Behavior (OCB) is an unofficial rule that is voluntary. The need for OCB in a company to increase the productivity of coworkers, improve superiors, save resources owned by management and the organization, help save scarce energy resources to maintain group functions, can be an effective means to coordinate work group activities, improve the organization's ability to retain the best employees, increase stability and ability to adapt to environmental changes Organizational citizenship behavior is one of the important things in an organization. Extra individual behavior, which is not exclusively or explicitly recognizable in a formal work system, and can increase the effectiveness of organizational functions in achieving organizational goals (Sule & Priansa, 2018). Workplace discipline is an important factor in determining employee performance and work style in an organization. The above regulations are a set of rules and guidelines agreed upon by members of the organization to determine how members should behave when carrying out organizational activities. Employee satisfaction is defined as an employee's positive

attitude and performance while working. Sensation and admiration are the results of a person's emotional response to work and work-related stress. Job satisfaction is the key to the productivity of an organization, especially health services. In fact, job satisfaction and the well-being of health workers play an important role in the quality of health services. Organizational Commitment is the relationship between an individual and an organization in which the individual has a strong self-awareness of the goals and objectives of the organization, a strong desire to use its resources in a manner consistent with its needs, and a strong desire to remain an integral part of the organization. Commitment plays an important role in improving employee performance in an organization. High commitment will have an impact on increasing employee performance. Organizational commitment is an employee's orientation towards the company that can connect a person's identity to the company. Employees who have a high commitment to the company tend to have better performance and will also stay in the company longer. In the world of work, a person's commitment to an organization is often a very important issue. So important is it that some organizations dare to include the element of commitment as one of the requirements for holding a position offered in job advertisements. Indeed, no longer, the current understanding of commitment equips permanent employees in the company for a long period of time. But more importantly, they need to provide the best service to the company, even to the point of helping to carry out certain tasks that must be fulfilled by the company.

Formulation of the problem

1. Does Organization Citizenship Behavior have a positive and significant influence on Job Satisfaction at the Bank Indonesia Representative Office, North Sumatra Province?
2. Does Work Discipline have a positive and significant influence on Job Satisfaction at the Bank Indonesia Representative Office, North Sumatra Province?
3. Does Organization Citizenship Behavior have a positive and significant influence on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Work Discipline have a positive and significant influence on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province?
5. Does Job Satisfaction have a positive and significant influence on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
6. Does Organization Citizenship Behavior have a positive and significant influence on Organizational Commitment through Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?
7. Does Work Discipline have a positive and significant influence on Organizational Commitment through Job Satisfaction at the Bank Indonesia Representative Office in North Sumatra Province?

Research purposes

1. To determine and analyze the influence of Organization Citizenship Behavior on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
2. To determine and analyze the influence of Work Discipline on Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
3. To determine and analyze the influence of Organizational Citizenship Behavior on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.

4. To determine and analyze the influence of Work Discipline on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
5. To determine and analyze the influence of Job Satisfaction on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
6. To determine and analyze the influence of Organizational Citizenship Behavior on Organizational Commitment through Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.
7. To determine and analyze the influence of Work Discipline on Organizational Commitment through Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.

LITERATURE REVIEW

Organizational Commitment

Understanding Organizational Commitment

According to Kharis (2010) organizational commitment is a condition where an employee sides with a particular organization and its goals and desires to maintain membership in the organization. So high job involvement means siding with a particular job of an individual. According to Yusuf and Syarif (2018) organizational commitment is a psychological construct as a characteristic of the relationship between organizational members and their organization, and has implications for individual decisions to continue their existence as members of the organization.

Organizational Commitment Indicators

Indicators of organizational commitment, according to Yusuf and Syarif, (2018):

1. Effective commitment: Employees' emotional attachment and involvement in the organization,
2. Continuance commitment: Commitment based on losses associated with an employee leaving the organization. This may be due to loss of seniority, promotion or benefits.
3. Normative commitment: A feeling of obligation to remain in the organization because one must; it is the right thing to do.

Organizational Citizenship Behavior

Understanding Organizational Citizenship Behavior

According to Putrana (2016), Organizational Citizenship Behavior (OCB) is an individual's contribution that exceeds the demands of the role in the workplace and is rewarded based on individual performance results. According to Aprianti (2019) Organizational Citizenship Behavior is an individual behavior that is free (discretionary), which does not directly and explicitly receive expectations from the formal reward system, and which overall drives the effectiveness of organizational functions.

Organizational Citizenship Behavior Indicators

According to Aprianti (2017), the indicators of organizational citizenship behavior are:

1. Altruism (helping attitude). This attitude is shown by helping others, in this case co-workers. Altruism is the behavior of helping or assisting others and replacing other people's tasks. The items in the study used related to altruism are: employee willingness to replace other employees' tasks. Employee willingness to help other employees who are in trouble.

2. Conscientiousness (complying with the rules). Behavior shown by employees by fulfilling the requirements submitted by the organization. Items in the research used related to conscientiousness are: Employee compliance with all regulations and Employee responsibility attitude in carrying out work.
3. Sportsmanship (sportsmanlike and positive attitude). The willingness of employees to tolerate other employees who complain. This behavior is shown by a sporty and positive attitude in carrying out tasks. The items in the study used related to sportsmanship are: employees never complain in carrying out their work and employee trust in their leaders.

Work Discipline

Understanding Work Discipline

According to Sutrisno (2016) discipline is "a person's behavior that is in accordance with the rules, existing work procedures or discipline is an attitude, behavior, and actions that are in accordance with the rules of the organization, both written and unwritten". According to Hasibuan (2016) work discipline is the most important HR operative function because the better the employee's discipline, the higher the work performance that can be achieved. Without good discipline, it is difficult for organizations and agencies to achieve optimal results.

Work Discipline Indicators

According to Hasibuan (2016) the indicators are as follows:

1. Goals and capabilities
Goals and abilities also affect the level of employee discipline. The goals to be achieved must be clear and set ideally and challenging enough for the employee's abilities.
2. Leadership role model
The leadership example plays a very important role in determining employee discipline because leaders are used as role models and role models by their subordinates.
3. Justice
Justice also helps to realize employee discipline, because human ego and nature always feel important and ask to be treated the same as other humans.
4. Inherent supervision (waskat)
Inherent supervision is a real and most effective action in realizing employee discipline in an agency. Because with waskat means that superiors must be active and directly supervise the behavior, morals, attitudes, work passion, and work performance of their subordinates.
5. Penalty sanctions
Punishment sanctions play an important role in maintaining employee discipline. With increasingly severe punishment sanctions, employees will be increasingly afraid of violating agency regulations, and indisciplined attitudes and behavior of employees will decrease.
6. Firmness
The firmness of the leader in taking action will affect the discipline of the agency's employees. The leader must be brave and firm in acting to punish every indisciplined employee according to the established punishment sanctions.
7. Human relations
Harmonious human relations among fellow employees help create good discipline in an agency. Good relationships are both vertical and horizontal.

Job satisfaction

Understanding Job Satisfaction

Feelings related to work involve aspects such as wages or salaries received, career development opportunities, relationships with other employees, job placement, type of work, company organizational structure, quality of supervision. While feelings related to oneself include age, health conditions, abilities and education. (Mangkunegara, 2017). According to Yuniarsih (2017), job satisfaction is a psychological reflection of employees on the results of their work. The level of individual satisfaction is basically based on the value system within themselves. Therefore, the measure of satisfaction will be different for each individual.

Job Satisfaction Indicators

According to Yuniarsih (2017), job satisfaction indicators are as follows:

1. Supervision,
2. Work environment,
3. Promotion,
4. Supportive co-workers,
5. Work that is mentally challenging, and
6. Rewards in the form of wages/salary.

Conceptual Framework

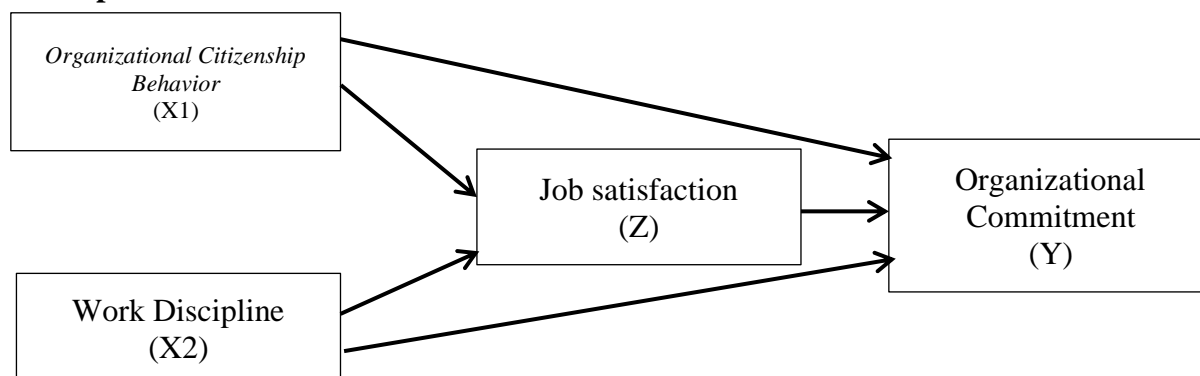


Figure 1. Conceptual Framework

Hypothesis

- H1 Organizational Citizenship Behavior has a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office, North Sumatra Province.
- H2 Work Discipline has a positive and significant effect on Job Satisfaction at the Bank Indonesia Representative Office, North Sumatra Province.
- H3 Organizational Citizenship Behavior has a positive and significant effect on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province.
- H4 Work Discipline has a positive and significant effect on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
- H5 Job Satisfaction has a positive and significant effect on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
- H6 Organizational Citizenship Behavior has a positive and significant effect on Organizational Commitment through Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.

H7 Work Discipline has a positive and significant effect on Organizational Commitment through Job Satisfaction at the Representative Office of Bank Indonesia, North Sumatra Province.

METHOD

Types of Research

According to Sugiyono (2020), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses.

Population

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions (Sugiyono, 2020). Based on the definition explained, this study will use the population of all employees at the Bank Indonesia Representative Office of North Sumatra Province of 70 employees.

Sample

According to Sugiyono (2020), a sample is part of the number and characteristics of the population. Meanwhile, sample size is a step to determine the size of the sample taken in conducting a study. Based on the understanding that has been described, the sample used by the researcher is the entire population, namely 70 employees and using a saturated sample research technique.

Place and Time of Research

The research was conducted at the Representative Office of Bank Indonesia, North Sumatra Province, Jalan Balai Kota No. 4 Medan. The research was conducted from September to October 2024.

Research Data Sources

Primary data is directly obtained from the first data source at the research location or research object. According to Sekaran and Bougie (2019) primary data is data from respondents, individuals, focus groups, and panels that are specifically determined by researchers and where opinions can be sought regarding certain problems. Primary data is obtained directly from distributing questionnaires to employees as selected objects.

Data collection technique

The data collection technique used in this study was to distribute questionnaires to research respondents. Questionnaire According to Sugiyono (2020), a questionnaire is a data collection technique carried out by giving respondents a set of written questions to answer.

Data analysis

Structural Equation Model

Data processing in this study uses SmartPLS software, because this study is in a reflective form. The reflective model is a model that shows the relationship between latent variables and their indicators (Ghozali and Latan, 2020). The data collection technique in this study uses a questionnaire by providing a number of written statements addressed to

respondents and will then be answered, structural equation modeling which is often called Partial Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 3.3.3 is used to analyze data and modeling paths with latent variables.

Measurement Model (Outer Model)

According to (Ghozali and Latan, 2020), the Outer model or measurement model describes how each indicator block relates to its latent variables. The outer model is used to test the construct validity and reliability of the instrument. This is useful for determining the ability of the research instrument to measure what should be measured, the consistency of the measuring instrument in measuring a concept or the consistency of respondents in answering question items in the questionnaire or research instrument. According to Ghozali and Latan (2020), the measurements carried out through the measurement model are convergent validity, discriminant validity, composite reliability (cronbach's alpha).

1. **Convergent Validity** This validity is related to the principle that the measures of a construct should be highly correlated. The convergent validity test of the reflective indicator with the SmartPLS 3.3.3 program can be seen from the loading factor value for each construct indicator.
2. **Discriminant Validity** This validity relates to the principle that different construct measures should not be highly correlated. Discriminant validity occurs when two different instruments measuring two constructs that are predicted to be uncorrelated produce scores that are indeed uncorrelated.
3. **Composite Reliability (Cronbach's Alpha)** In addition to validity testing, model measurement also tests the reliability of a construct to prove the accuracy, consistency, and precision of the instrument in measuring the construct. To measure the reliability of a construct can be done in two ways, namely with Cronbach's Alpha and Composite Reliability. However, the use of Cronbach's Alpha will provide a lower value so it is more advisable to use Composite Reliability in testing the reliability of a construct.

Structural Model (Inner Model)

According to Ghozali and Latan (2020), the inner model or structural model describes the relationship or strength of the estimate between latent variables or constructs built based on the substance of the theory. The inner model is a structural model for predicting causal relationships between latent variables.

Hypothesis testing

After the overall and partial model is tested, the next stage is hypothesis testing. According to Ghozali and Latan (2020), hypothesis testing is carried out by looking at the T-statistic value compared to the T-table value = 1.96 at a significance level of $p \text{ value} = 0.05$. If the T-statistic value $>$ T-table, it can be concluded that the exogenous variable has a significant effect on the endogenous variable.

Path Analysis

According to Ghozali and Latan (2020) if a model is formed using mediating variables, then a multiple regression model cannot solve the problem. The appropriate analysis technique is path analysis. Path analysis allows researchers to test direct relationships between variables as well as indirect relationships between variables in the model.

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement in model evaluation is divided into three stages of testing such as convergent validity test, composite reliability test and discriminant validity test. The following is a description of each test in the evaluation of the measurement model.

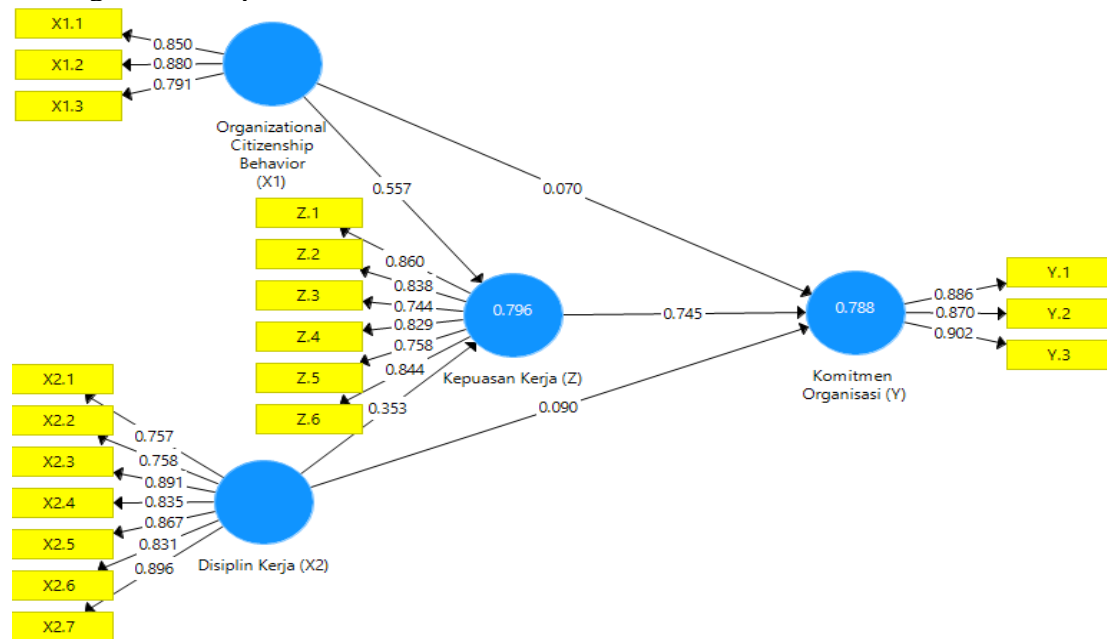


Figure 2. Outer Model

If seen in the Figure above, it can be seen that in the latent variable each variable has a loading factor value, each manifest variable is greater with a value of 0.7, which means that all indicators and loading factors are validly distributed. The regression equation of this study is as follows:

substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.557X_1 + 0.353 X_2 + e_1$$

For substructure 2

$$Y = b_2X + b_3X_2 + b_4Z + e_2$$

$$Y = 0.070X_1 + 0.090 X_2 + 0.745 Z + e_2$$

Convergent Validity Test

Convergent validity is the level of correlation between different measurement instruments used in measuring the same construct. Testing on convergent validity in SEM-PLS, the assessment of reflective indicators is based on the loading factor of each indicator to measure its construct. According to Ghazoli (2012) that the loading factor value is said to be high if it has a correlation of more than 0.70, but if the initial research the loading factor value is 0.50-0.60. The calculation of the loading factor value using smart PLS version 3.0 can be seen in the table below. The convergent validity value in Figure 1, it can be seen that all indicator variables in this study have a loading factor value above 0.50. So that the study is considered to have met convergent validity.

Table 1. Outer Loadings

	Work Discipline (X2)	Job Satisfaction (Z)	Organizational Commitment (Y)	Organizational_ Citizenship_ Behavior(X1)_
X1.1				0.850
X1.2				0.880
X1.3				0.791
X2.1	0.757			
X2.2	0.758			
X2.3	0.891			
X2.4	0.835			
X2.5	0.867			
X2.6	0.831			
X2.7	0.896			
Y.1			0.886	
Y.2			0.870	
Y.3			0.902	
Z.1		0.860		
Z.2		0.838		
Z.3		0.744		
Z.4		0.829		
Z.5		0.758		
Z.6		0.844		

Source: Smart PLS 3.3.3.

In table 1, the value of each variable is stated that the indicator in each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue to further research.

Discriminant Validity Test

Discriminant validity on reflective indicators is used to compare cross loading values. In principle, the value of discriminant validity of different construct measurements does not have to be highly correlated. indicators in this study seen from the discriminant validity value can be seen in the table below:

Table 2. Discriminant Validity

	Work Discipline (X2)	Job Satisfaction (Z)	Organizational Commitment (Y)	Organizational_ Citizenship Behavior (X1)_
X1.1	0.757	0.699	0.613	0.850
X1.2	0.838	0.850	0.717	0.880
X1.3	0.707	0.658	0.706	0.791
X2.1	0.757	0.575	0.530	0.637

X2.2	0.758	0.716	0.704	0.743
X2.3	0.891	0.752	0.738	0.875
X2.4	0.835	0.691	0.592	0.760
X2.5	0.867	0.748	0.706	0.728
X2.6	0.831	0.728	0.654	0.715
X2.7	0.896	0.805	0.705	0.863
Y.1	0.659	0.803	0.886	0.695
Y.2	0.681	0.711	0.870	0.653
Y.3	0.775	0.829	0.902	0.793
Z.1	0.681	0.860	0.694	0.689
Z.2	0.655	0.838	0.593	0.702
Z.3	0.620	0.744	0.562	0.641
Z.4	0.674	0.829	0.757	0.736
Z.5	0.724	0.758	0.775	0.687
Z.6	0.821	0.844	0.871	0.814

Source: Smart PLS 3.3.3.

It can be seen in the results of the table above that the cross loading value for each variable has a value that is greater than the cross loading value for other latent variables, meaning that the research is considered discriminantly valid.

Evaluating Reliability and Average Variance Extracted (AVE)

Validity and reliability criteria can also be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value of each construct. A construct is said to have high reliability if its value is 0.70 and AVE is above 0.50. Table 7 will present the Composite Reliability and AVE values for all variables.

Table 3. Composite Reliability and Average Variance Extracted

	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X2)	0.941	0.698
Job Satisfaction (Z)	0.921	0.662
Organizational Commitment (Y)	0.916	0.785
Organizational_Citizenship_Behavior_(X1)_	0.879	0.708

Source: Smart PLS 3.3.3.

Based on table 3 above, it can be concluded that all constructs meet the reliable criteria. This is indicated by the composite reliability value above 0.70 and AVE above 0.50 as recommended criteria.

Structural Model Testing (Inner Model)

Inner model or structural model testing is conducted to see the relationship between constructs, significance values and R-square of the research model. The structural model is evaluated using R-square for the dependent construct.

Coefficient of Determination (R²)

Evaluation of the structural model in SEM with PLS was carried out by conducting the R-squared (R²) test and significance test through path coefficient estimation. The output for the R² value using the smartPLS 3.3.3 computer program was obtained:

Table 4. R Square Results

	R Square	Adjusted R Square
Job Satisfaction (Z)	0.796	0.789
Organizational Commitment (Y)	0.788	0.778

Source: Smart PLS 3.3.3.

There is an R square value of the job satisfaction variable of 0.796, meaning that the influence of organizational citizenship behavior and work discipline on job satisfaction is 0.796 or a percentage of 79.6% and the rest is on other variables. There is an R square value of the organizational commitment variable of 0.788, meaning that the influence of organizational citizenship behavior and work discipline, job satisfaction on organizational commitment is 0.788 or a percentage of 78.8%, the rest is on other variables.

Hypothesis Testing

After assessing the inner model, the next step is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was conducted by looking at the T-Statistics and P-Values. The hypothesis is accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of the Path Coefficients of direct influence:

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Work Discipline (X2) -> Job Satisfaction (Z)	0.353	2,279	0.012	Accepted
Work Discipline (X2) -> Organizational Commitment (Y)	0.090	0.459	0.323	Rejected
Job Satisfaction (Z) -> Organizational Commitment (Y)	0.745	5,736	0,000	Accepted
Organizational Citizenship Behavior(X1)-> Job Satisfaction (Z)	0.557	3,709	0,000	Accepted
Organizational Citizenship Behavior (X1) -> Organizational Commitment (Y)	0.070	0.523	0.301	Rejected

Source: Smart PLS 3.3.3.

In table 5 there are the results of the direct influence of the hypothesis, so the explanation of these results is as follows:

1. Discipline has a positive and significant effect on Job Satisfaction with a value of 0.353 and a significance of 0.012, meaning that if there is an increase in work discipline, there will be an increase in job satisfaction, conversely, if it decreases, job satisfaction will also decrease.

2. Work discipline has a positive and insignificant effect on Organizational Commitment with a value of 0.090 and a significance of 0.323, meaning that work discipline has little effect on organizational commitment and also cannot increase or decrease organizational commitment.
3. Job Satisfaction has a positive and significant effect on Organizational Commitment with a value of 0.745 and a significance of 0.000, meaning that if job satisfaction increases well, commitment will also increase well, if it decreases, organizational commitment will decrease.
4. Organizational Citizenship Behavior has a positive and significant effect on Job Satisfaction with a value of 0.557 and a significance of 0.000, meaning that if Organizational Citizenship Behavior increases, job satisfaction will increase, conversely, if it decreases, job satisfaction will also decrease.
5. Organizational Citizenship Behavior has a positive and insignificant effect on Organizational Commitment with a value of 0.070 and a significance of 0.301, meaning that OCB has little effect on organizational commitment and cannot increase or decrease organizational commitment because there are still those who have OCB traits and those who do not.

Table 6. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (O/STDEV I)	P Values	Results
Work Discipline (X2) -> Job Satisfaction (Z) -> Organizational Commitment (Y)	0.263	2,406	0.008	Accepted
Organizational Citizenship Behavior(X1) -> Job Satisfaction (Z) -> Organizational Commitment (Y)	0.415	2,674	0.004	Accepted

Source: Smart PLS 3.3.3.

In table 6 there are indirect influences which will be explained as follows by the researcher:

1. Work Discipline has a positive and significant effect on Organizational Commitment through Job Satisfaction with a value of 0.263 and a significance of 0.008, meaning that job satisfaction is an intervening variable because it is able to influence significantly, thus creating an increase that occurs indirectly through work discipline and organizational commitment.
2. Organizational Citizenship Behavior has a positive and significant effect on Organizational Commitment through Job Satisfaction with a value of 0.415 and a significance of 0.004, meaning that job satisfaction can be an intervening variable because it can have a significant effect. It can be concluded that job satisfaction has an increasing effect on Organizational Citizenship Behavior and organizational commitment.

CLOSING

Conclusion

1. Discipline has a positive and significant effect on Job Satisfaction with a value of 0.353 and a significance of 0.012.
2. Work Discipline has a positive and insignificant effect on Organizational Commitment with a value of 0.090 and a significance of 0.323.

3. Job Satisfaction has a positive and significant effect on Organizational Commitment with a value of 0.745 and a significance of 0.000.
4. Organizational Citizenship Behavior has a positive and significant effect on Job Satisfaction with a value of 0.557 and a significance of 0.000.
5. Organizational Citizenship Behavior has a positive and insignificant effect on Organizational Commitment with a value of 0.070 and a significance of 0.301.
6. Work Discipline has a positive and significant effect on Organizational Commitment through Job Satisfaction with a value of 0.263 and a significance of 0.008.
7. Organizational Citizenship Behavior has a positive and significant effect on Organizational Commitment through Job Satisfaction with a value of 0.415 and a significance of 0.004.

Suggestion

1. Organizations must explain about Organizational Citizenship Behavior that they do not know to employees.
2. Organizations must implement work discipline on employees who make mistakes and do not want to follow the rules and provide punishments that deter employees.
3. Organizations must increase employee job satisfaction to improve employee performance.
4. Organizations must be able to increase employee commitment by any means to improve performance.
5. It is hoped that this research will be used as input for organizational development.
6. It is hoped that this research will be used as a reference and can be developed by new researchers.

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