

# The Role Of Organization Citizenship Behavior As A Mediation Influence Of Organizational Commitments And Professionalism On Performance Of Environmental Employee Secretariats In The Regional Government Of Jember Regency

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**Abstract:** The purpose of this research is to find out the influence of organizational commitment to the organization citizenship behavior; knowing the effect of professionalism on the organization citizenship behavior; knowing the influence of organizational commitment on employee performance; knowing the effect of professionalism on employee performance and knowing the influence of organization citizenship behavior on employee performance. This population is all of the Secretariat Government Employees of Jember Regency Environmental, the employees 189 people. The sample in this study was 100 employees. The Data Analysis method uses path analysis. The results of this study indicate that 1) organizational commitment has a direct effect on OCB of the Secretariat Government Employees of Jember Regency; 2) organizational commitment has a direct effect on the performance of the Secretariat Government Employees of Jember Regency; Jember 3) Professionalism has a direct influence on OCB employees of the Secretariat Government Employees of Jember Regency; 4) Professionalism has a direct influence on the performance of the Secretariat Government Employees of Jember Regency. The results of this study indicate that professionalism has a significant effect on employee performance and 5) OCB of the employee influences the performance of the Secretariat Government Employees of Jember Regency.

**Index Terms:** Organizational Commitments, organization citizenship behavior; Professionalism and Employee

## 1 INTRODUCTION

Performance or work performance (performance) can be interpreted as the achievement of work results in accordance with the rules and standards that apply to each organization. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2011: 19). One aspect of human or employee resources that is important in supporting the implementation of organizational goals is Organizational Citizenship Behavior (OCB) or in Indonesian also called Community Behavior/ Community Organizational Behavior / (PKO). OCB is very important to support the effectiveness of organizational functions, especially in the long term . OCB is a term for employees who give more value to the work that is their duty and added value to the company. OCB is positive social behavior carried out by employees by contributing to the organization and work environment that exceeds the demands of the role or position in work.

The State Civil Apparatus (ASN) is expected to have high organizational commitment to work with discipline in serving the people in need. Employees who are highly committed will be more compliant with regulations, orders, use and maintain work tools properly, on time, avoid absenteeism. But the fact is that having high quality and participating human resources is not easy. This is related to the negative mental attitude of government employees. Mathis and Jakson (2006: 54) argue that "organizational commitment is the level of trust in the recruitment of workers towards organizational goals and has a desire to remain in the organization. Organizational commitment felt by employees can lead to positive behavior towards work organization and has a contribution to OCB and employee performance. Chen and Francesco (2003) examined the relationship between the three components of organizational commitment and employee performance in China. Rahayu (2017) stated that organizational commitment had an effect on OCB. Nurandini and Lataruva (2014) found that organizational commitment had a significant effect on performance. Titisari, et al. (2018) also found that organizational commitment had an effect on OCB. But Kaihatu and Rini (2010) found that organizational commitment had no significant effect on OCB. Likewise with the research of Alotaibi (2001) who found that there was no influence between organizational commitment and OCB. Chen and Gautam et al. (2004) found that sustainable organizational commitment has no effect on altruism. Watercamp et.al. (2017) found that organizational commitment had no significant effect on performance. The forming factor of OCB and other performance is the professionalism of employees. According to Hamton and Hampton (2004) explain that professionalism is an element of motivation in contributing to work behavior and performance. The existence of employees or Civil Servants

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(PNS) is needed, especially civil servants who are professional, responsible, fair, honest and competent in their fields. Civil servants in carrying out their duties must of course be based on professionalism and competence in accordance with the qualifications in their fields of study, in order to provide public services to the community. Sambung, et al (2012) found that professionalism had an effect on OCB. Siahaan (2010) and Agustia (2011) show the results that professionalism has a significant effect on performance. Fujianti (2012) shows that professionalism has a positive effect on performance. Whereas Fuad (2015) found that professionalism had no effect on performance. This research departs from a concept about the importance of OCB and performance. Based on the excellent concept of OCB, this research seeks the object of research that has the opportunity to provide services to the wider community, expected without cost, high standard, fast, transparent, accountable and carried out with full hatred, one of which is the Regional Government Secretariat of Jember Regency. Based on the data in the appendix, it is known that the level of performance of employees in Government Secretariat of Jember District indicated by these indicators is not optimal. Based on the results of interviews with the Head of the General Sub-Section of the Environment of Government Secretariat of Jember District, it was explained that the achievement of target realization in 2017 was generally considered good compared to 2016. However, the target achievement had not reached 100% because there were still problems in planning, management and administration cannot be implemented effectively, efficiently and in a controlled manner. Achievement of performance that is not optimal, among others, is caused by a lack of competent human resources in order to realize the performance of a professional and reliable Apparatus and the weak understanding of legal products relating to service to the community. The results of the interview obtained information that the Secretariat of the Regional Government of the Regency of Jember encountered obstacles in the lack of competent human resources in order to realize the performance of professional and reliable employees. This resulted in the Environmental leadership of the Regional Government Secretariat of the Jember Regency having difficulties in giving work or orders to carry out work to less competent employees. As a result the work is not evenly distributed but piled up on certain employees and will ultimately hinder the achievement of overall organizational performance. Secondly, the understanding of each employee towards the job description is still considered not optimal. There are still employees who do not understand the work so they are less creative and wait to be told or given a job by their supervisor. For example, if there is no job or at leisure, employees are less willing to upgrade themselves by adding knowledge, for example by reading the latest laws or regulations. Third, there are still employees who do not attend the morning apples and subsequently also arrive late at the office, as a result the work is abandoned and the targets set are not achieved, there are still many employees who leave the office without permission during office hours due to various needs and various reasons without information and with a more modern attendance system (check lock) it is still considered ineffective in overcoming discipline of employees (the results of interviews with the Head of the General Sub-Section of the Environmental Administration of the Regional Government of Jember Regency). This is considered as an obstacle to improving employee performance so that it will

have more impact on the lack of maximum implementation of work programs implemented in the Government Secretariat of Jember District. The purpose of this research is to find out the influence of organizational commitment to the organization citizenship behavior; knowing the effect of professionalism on the organization citizenship behavior; knowing the influence of organizational commitment on employee performance; knowing the effect of professionalism on employee performance and knowing the influence of organization citizenship behavior on employee performance.

## 2 LITERATURE REVIEW

### Organizational Commitments

Commitment is the ability and willingness to harmonize personal behavior with the needs, priorities and goals of the organization. This includes ways to develop goals or meet organizational needs, which essentially prioritize the organization's mission rather than personal interests (Meyer and Allen, 2000: 45). Commitment can also mean the individual's strong acceptance of the goals and values of the organization, and individuals strive and work and have a strong desire to stay in the organization. According to Robbins and Judge (2011: 111), Organizational commitment is the degree to which an employee identifies with a particular organization and goals and wishes to maintain membership in the organization. It can be interpreted that organizational commitment is the level of one's alignment with the existence and purpose of a particular organization and its desire to remain a member. It means that organizational commitment emphasizes the desire of employees not to move to other workplaces. Colquitt et al. (2011: 78) say that organizational commitment is the desire of members to remain a member of the organization. Therefore, someone who has a strong commitment to his organization embodies a low level of absenteeism and does not want to move to work or other organizations. According to Slocum and Hellriegel (2007: 247), assuming that high commitment correlates with the low rate of change of employment, inaction can be reduced, the low level of loss to work, and increasing employee job satisfaction. Newstrom (2007: 207) provides an understanding of organizational commitment as a level or degree of employee self-identification with the organization and its desires to continue its active participation in the organization. McShane and Glinow (2010: 112), Organizational commitment to employee emotional attachment to identification with and involvement in a particular organization. With this definition they see that organizational commitment is more about someone's emotional involvement in the organization. It shows that organizational commitment has a tendency towards emotions expressed in the organization. George and Jones (2005: 75) say that people have about their organization as a whole. For them organization commitment is a number of feelings and beliefs of the members of the organization to the organization as a whole. Therefore, it is understandable that a person has a low commitment to his organization, so he will tend to have the desire to leave or the least easily lost to his organization. Conversely, if the commitment is high, then he will continue to strive to survive and always try to be present and involved in the organization. According to Quest (2005), indicators of organizational commitment that can be seen in employees are:

- a. Making efforts to adjust, by way of matching in the

organization and doing things that are expected, and respecting organizational norms, obey the rules and regulations that apply.

- b. Modeling loyalty, by helping others, respecting and accepting things that are considered important by superiors, proud of being part of the organization, and caring about the image of the organization.
- c. Actively support, by acting on a mission to fulfill the needs / mission of the organization and adjust to the mission of the organization
- d. Making personal sacrifices, by placing the interests of the organization above personal interests, sacrifices in terms of personal choices, and supporting decisions that benefit the organization even though the decision is not liked.

Based on the understanding and theory of organizational commitment, it can be synthesized that organizational commitment is a trust and acceptance of goals where a person can survive with loyalty in the interest of the organization so that a loyalty is formed so that someone can survive to maintain membership in an organization.

### Professionalism

Professionalism is a flow that applies the profession as the basic principle of human actions. Purwandari (2008: 57) states that, Professionalism is to provide services in accordance with the field of knowledge that is owned and humanized in full / intact without the need for personal interests but rather the interests of the client and respect for the client as self-respect. A professional is considered to have expertise, will carry out activities including public services using his expertise so as to produce public services that are of better quality, faster processes, perhaps more varied which all bring satisfaction to the community. Kartasasmita (in Kholiq, 2001: 60) argues that professional understanding contains three elements, namely (1) Competencies obtained other than through education for certain fields, also through serious efforts to know and master certain abilities in order to carry out their duties well in the organization, (2) dedication in the form of paying attention to running the profession and carrying out the best responsibilities, (3) morals and ethics which are the basic values that a professional must have and guide him in carrying out his duties. Mertin Jr. (in Kurniawan, 2005: 74) states that the characteristics of professionalism of the apparatus are in accordance with the demands of good governance, including:

- a. Equality, equal treatment of services provided.
- b. Equity, equal treatment of the community fairly and equality.
- c. Loyalty, loyalty is given to the constitution, law, leadership, subordinates, colleagues. The various types of loyalty are related to one another and there is no absolute loyalty given to a particular type of loyalty by ignoring the others.
- d. Accountability, every government employee must be prepared to accept responsibility for whatever he does and must avoid the syndrome "I just carry out orders from superiors"

Based on the description, what can underlie an act of professionalism is truly action according to the most appropriate professional knowledge, which is in line with the rules and regulations that have been determined by

professional organizations and apparatus, and professionalism is only available if supported by ethics in the profession. This is very important so that professional officers can stand firmly on a moral foundation and potentially function as legal support in fulfilling obligations related to their work.

### Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is the contribution of individuals who exceed the demands of roles in the workplace involving several behaviors including helping others, volunteering for extra tasks, obeying the rules and procedures at work. These behaviors describe "employee added value" and one form of proportional behavior, namely positive, constructive and meaningful social behavior (Aldag and Resckhe, 1997: 1) Organ (in Titisari, 2014: 3) defines OCB as individual behavior which is an individual choice and initiative, not related to the organization's formal reward system but in aggregate increases organizational effectiveness. Furthermore, Titisari (2014: 3) states that organizational behavior is not included in the organizational description so that if it is not based on Organizational Citizenship Behavior, even if it is not punished, OCB can help change the formal organizational atmosphere to be a little relaxed and full of cooperation. The dimensions of OCB have been identified by organs (in Titisari, 2014: 7) as follows:

#### a. Altruism (concern)

Employee behavior in helping coworkers who experience difficulties in the situation at hand both regarding tasks in the organization and other people's personal problems.

#### b. Conscientiousness (conscientiousness)

The behavior shown by trying to exceed what is expected by the company. Voluntary behavior that is not an obligation or duty of employees.

#### c. Sportsmanship (sportsmanship)

Behavior that tolerates less ideal conditions in the organization without addressing objections. Employees will be more polite and cooperate with others so that it will create a more pleasant work environment.

#### d. Courtesy

Maintain good relations with colleagues to avoid interpersonal problems. Someone who has this dimension is someone who respects and cares for others.

#### e. Civic Virtue

Behavior that indicates responsibility for the life of the organization (following changes in the organization, taking the initiative to recommend how the organization's operations or procedures can be improved and protecting the resources that the organization has).

### Employee Performance

Performance in organizations is very important in achieving organizational goals that have been set, both private organizations (private sector) and government organizations (public sector), performance or work performance of employees is a very important aspect in the efforts of the organization to achieve its objectives. Organizational performance cannot be separated from the performance of employees in carrying out their duties and jobs. the progress

or failure of an organization is largely determined by the role and quality of its employees. In general, performance is often interpreted as the ability to produce something. Rivai (2005: 15-16) mentions performance is the willingness of a person or group of people to do something and perfect it according to their responsibilities with results as expected. Therefore, performance is an important thing to do sustainably and provide feedback in an effort to achieve success in the future. According to Ivancevich (1994: 32), the results of performance have value for organizations and individuals, namely:

- a. Outcomes (quantity and quality of output, absenteeism, delay, and employee turnover).
- b. Results of personal behavior (present regularly or absent, health, work stress, accidents).
- c. Intrinsic and extrinsic results.
- d. Work ethic results.

Based on the definitions of performance and the factors that influence performance and measurement, the authors can conclude that: employee performance is a work result that can be measured in quality, quantity and can be accounted for in a certain time according to the target work description carried out in the relevant time, where character, earnest attitude and working hard and high integrity greatly influence the achievement of the work.

### **The Effect of Organizational Commitment on Organizational Citizenship Behavior**

Organizational Citizenship Behavior can arise from various factors in the organization, including because of the high organizational commitment of employees (Robbin and Judge, 2011). When employees have employees who have a high commitment to the organization, then the person will do anything for the success of the company because the employee has confidence in the organization (Luthans, 2005: 51). Organizational commitment is a perception of policies, practices and organizational procedures that are felt and accepted by individuals in the organization (Rini, 2013). When the assessment of the concept of commitment is felt and accepted by most people in the workplace, this is referred to as organizational commitment. Chen and Francesco (2003), Gautam et al. (2004), Hidayat and Kusumawati (2013), Jaya (2017), Kurniawan (2015) and Rahayu (2017) found that organizational commitment had an effect on OCB. Based on the theory and results of the above research, the following hypotheses can be obtained:

**H1:** *Organizational commitment has a significant effect on Organizational Citizenship Behavior*

### **The Effect of Professionalism on Organizational Citizenship Behavior**

Professionalism reflects the attitude of employees towards the profession they are engaged in, sincerity to deepen, master, apply and uphold professional ethics. Professionalism has a broad dimension. Regarding a person's state of play that reflects his thinking patterns and patterns of life. Professionalism does not merely reflect the typical skills or mastery of special knowledge (intellectual abilities) possessed by a person. A professionalism who has the above competencies is a person who is able to complete a job effectively and efficiently. Employees with good professionalism will be able to carry out tasks beyond their

basic duties. Professional employees also have the ability to have good interactions with coworkers. This condition certainly illustrates the high Organizational Citizenship Behavior in employees. Sambung, et al (2012) found that professionalism had an effect on OCB. Based on the results of the two studies above, the following hypotheses can be obtained:

**H2:** *Professionalism has a significant effect on Organizational Citizenship Behavior.*

### **The Effect of Organizational Commitment on Employee Performance**

Organizational commitment is an attempt to identify themselves and involve themselves in the organization and hope to remain a member of the organization (Robbins, 2008). Organizational commitment is needed as one of the things that affects employee performance. Organizational commitment to employees who are high will usually increase high performance and at the same time can reduce absenteeism and vice versa if an employee has a low commitment level then his performance is also low (Nyhan, 2009). An employee who initially lacks organizational commitment, but after working it turns out that in addition to being rewarded in accordance with the applicable provisions there are things that are interesting and satisfying. That will foster the development of organizational commitment. Especially if many things can provide welfare and security guarantees that support work activities so that they can work with enthusiasm, be more productive and efficient in carrying out their duties. Nurandini and Lataruva (2014) found that organizational commitment affects performance. Based on the theory and results of the two studies above, the following hypotheses can be obtained:

**H3:** *Organizational commitment has a significant effect on employee performance.*

### **The Effect of Professionalism on Employee Performance**

Employee performance is influenced by professionalism and work motivation is the willingness of individuals to use high business in an effort to achieve company goals and meet their needs. If the demands of work charged to individuals are not in accordance with their abilities (abilities), the expected performance will be difficult to achieve. Work professionalism in a simple way can mean the realization of a good and optimal implementation of tasks, to hit the goals or objectives of an organization quickly and precisely with various available resources. Where the organization's goals can be profit (profit), reciprocal communication, maintenance of employee work discipline, applicable regulations, service delivery (service), and trust (trust) from the community. Professionalism shows the capacity or ability of individuals to realize various tasks in their work. So that employees with good professionalism will be able to complete their work well too. Siahaan (2010), Agustia (2011), Fujianti (2012) and Fuad (2015) found that professionalism had an effect on performance. Based on the results of the above research, the following hypotheses can be proposed:

**H4:** *Professionalism has a significant effect on employee performance*

## The Effect of Organizational Citizenship Behavior on Employee Performance

Organizational Citizenship Behavior (OCB) is more related to the manifestation of a person (employee) as a social being. OCB is a form of voluntary activity from members of an organization that supports organizational functions so that this behavior is more altruistic (helping) which is expressed in the form of action that shows an attitude of selflessness and attention to the welfare of others (Muhdar, 2015). Successful organizations need employees who will do more than their formal duties and want to deliver performance that exceeds expectations. The organization wants employees who are willing to perform tasks that are not listed in their job descriptions (Triyanto, 2009). Robbins and Judge (2013) put forward the fact that organizations that have employees who have OCB (Organizational Citizenship Behavior) are good, will have better performance than other organizations. Positive employee behavior will be able to support individual performance and organizational performance for better organizational development (Winardi, 2012). Zang et al. (2010), Susana (2017) and Lestari et al (2018) found that OCB had an effect on performance. Based on empirical hypotheses that can be proposed include:

**H5:** *Organizational Citizenship Behavior has a significant effect on employee performance.*

## 3 RESEARCH METHOD

### Research design

This study is categorized as confirmatory research as well as explanatory research, because this study intends to examine the relationship between variables and explain causal relationships between variables through testing hypotheses that have been formulated. The variable influences in question are exogenous variables, namely organizational commitment and professionalism, intervening variables namely Organizational Citizenship Behavior, and endogenous variables, namely employee performance. Research location is the Jember Regency Government Secretariat environment which is addressed Jalan Sudarman 01 Jember Regency

### Population and Samples

This population is all of the Government Secretariat of Jember Regency Environmental employees totaling 183 people. In the opinion of Ferdinand (2002: 47), the sample size for testing models depends on the number of parameters used in all latent variables, namely the number of parameters multiplied by 5 to 10. The sample in this study amounted to 100 employees (20 indicators multiplied by 5).

### Types and Data Sources

The types and sources of research data are explained below.

#### a. Primary data

Primary data is data obtained from the object of research that is about employee perceptions of organizational commitment, professionalism, organizational citizenship behavior, and performance of environmental employees of the Regional Government Secretariat of Jember Regency. Primary data collection in this study was obtained by questionnaire method which is based on answers from respondents on a list of questions that were distributed. In this case the questionnaire

was distributed to Environmental employees of the Jember Regency Government Secretariat.

#### b. Secondary data

Secondary data, namely data obtained indirectly from sources of information that are not self-developed by researchers, for example reports, documents, literature and other readings related to this study, in the form of Environmental employee data of Jember Regency Government Secretariat and Environmental profile Jember Regency Government Secretariat

#### Variable Measurement

Determination of scores for items of questions on the problem under study using a Likert Scale. Alternative assessments in measuring these items consist of five alternative choices that have very positive to very negative gradations, for example as follows: Strongly agree (score 5), Agree (score 4), Simply Agree (Score 3), Disagree (score 2), Strongly Disagree (score 1).

#### Operational Definition of Variables

The operational definition of this research variable can be explained as follows:

#### a. Organizational Commitment

Organizational commitment is the psychological bond of the Jember Regency Regional Government Secretariat employees on organizational values. The indicators used to assess organizational commitment in this study are (Pitra, 2013):

- 1) Happiness in a career in the organization, employees feel happy to have a career in the organization
- 2) Pride in organization, employees boast of the organization to other people outside the organization
- 3) A sense of belonging to the organization, employees feel organizational problems are my own problems
- 4) Engagement with organizations, employees involve themselves in efforts to achieve organizational goals
- 5) Feelings are part of the organization, employees are an integral part of the organization's efforts to achieve its goals
- 6) Emotional attachment to the organization, employees feel emotionally bound to the organization

#### b. Professionalism

Professionalism is truly action according to the most appropriate professional knowledge that is in harmony with the rules and regulations that have been determined by professional organizations and officials, and professionalism is only available if supported by ethics in the profession. This variable of professionalism can be measured through the following indicators (Kholiq, 2001):

- 1) Competence, describes the attitude that is used as a guideline in carrying out the responsibilities of work done by employees
- 2) Dedication, sincere employees in carrying out their duties
- 3) Moral, employees in carrying out work always adhere to the applicable rules and regulations
- 4) Ethics of employees in carrying out work.

### c. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior is a behavior that is consciously and voluntarily carried out outside the job description formally and if it is not done, it will not get sanctions. The indicator of Organizational Citizenship Behavior is (Organ (in Titisari, 2014):

- 1) Altruism, namely the behavior of employees to help colleagues in completing their work
- 2) Courtesy, which is to help coworkers prevent problems with regard to their work by providing consultation and information
- 3) Sportmanship, which is the behavior of accepting unpleasant conditions or conditions
- 4) Civic virtue, which is responsible behavior
- 5) Conscientiousness, which is dedicated to work

### d. Employee Performance

Employee performance is the result of work achieved by Environmental employees of the Regional Government Secretariat of Jember Regency. The indicators used to measure employee performance variables (Dessler, 2011):

- 1) Quality of work, completing work well and thoroughly;
- 2) Quantity of work, completing work according to what is determined;
- 3) Supervision needed, completing work according to directions, suggestions, and corrections;
- 4) Reliability, employees can be relied on related tasks that have been completed and the steps taken as a follow-up;
- 5) Conservation, trying to prevent waste, damage and maintenance of equipment.

### Path Analysis

Path analysis is an extension of the multiple linear regression analysis needed on the network (variable) relationship variables that involve more than one question. The path diagram provides explicitly the causal relationship between the model variables moving from left to right with the implication of priority variable causal relationships that are close to the left. A direct relationship occurs if one variable affects the other variable without a third variable that mediates (intervening) the relationship between the two variables. Indirect relationship is if there is a third variable that mediates the relationship between the two variables, then on each dependent variable there will be an arrow that leads to this variable and serves to explain the number of variables that cannot be explained by that variable. Where path coefficients are calculated by making structural equation data, namely regression equations that show relationships.

## 4 RESULT AND DISCUSSION

The results of data analysis describe each path in the model section using Path Analysis. Each tested pathway shows the direct and indirect effects of organizational commitment and professionalism of employees on the performance of the Jember Regency Secretariat Government employees. By knowing whether or not each of these pathways will answer whether the proposed hypothesis is accepted or rejected. Each path tested represents the hypothesis in this study. The path coefficient value can be seen in Table 1.

**TABLE 1**  
**RESULT OF PATH ANALYSIS**

Testing variable	Variable	B	T <sub>count</sub>	Sig.	Desc
OCB (Z)	Konstanta	0,124	0,000	1,000	Significant
	Commitments Organizational (X1)	0,444	5,966	0,000	Significant
	Professionalism (X2)	0,503	6,746	0,000	Significant
Employee (Y)	Konstanta	0,231	0,000	1,000	
	Commitments Organizational (X1)	0,503	4,138	0,000	Significant
	Professionalism (X2)	0,417	5,294	0,000	Significant
	OCB (Z)	0,472	2,718	0,008	Significant

**Source:** Processed data

Based on the results of the path coefficient, the following equation can be made.

$$Z = 0.124 + 0.444X1 + 0.503X2 + e$$

$$Y = 0.231 + 0.503X1 + 0.417X2 + 0.472Z + e$$

#### a. the Effect of organizational commitment variable (X1) on OCB (Z)

Based on Table 1 can be seen for testing the variable organizational commitment to OCB obtained beta value ( $\beta$ ) of 0.444 with p-value of 0,000. Because the p-value is smaller than  $\alpha$  (0,000 < 0,05) then H0 is rejected. Thus there is a significant influence of organizational commitment to OCB.

#### b. the Effect of Professionalism Variable (X2) on OCB (Z)

Based on Table 1, it can be seen to test the professionalism variable towards OCB, the beta value ( $\beta$ ) obtained is 0.503 with p-value of 0.000. Because the p-value is smaller than  $\alpha$  (0,000 < 0,05) then H0 is rejected. Thus there is a significant effect of professionalism on OCB.

#### c. the Effect of Variable Organizational Commitment (X1) on Performance (Y)

Based on Table 1 can be seen for testing the variable organizational commitment to performance obtained beta value ( $\beta$ ) of 0.503 with p-value of 0.000. Because the p-value is smaller than  $\alpha$  (0,000 < 0,05) then H0 is rejected. Thus there is a significant influence of organizational commitment to performance.

#### d. the Effect of Professionalism Variable (X2) on Performance (Y)

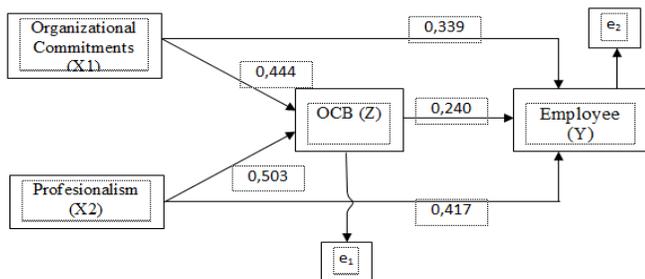
Based on Table 1 can be seen for testing the professionalism variable on performance obtained beta value ( $\beta$ ) of 0.417 with p-value of 0.000. Because the p-value is smaller than  $\alpha$  (0,000 < 0,05) then H0 is rejected. Thus there is a significant effect of professionalism on Performance.

#### e. the Effect of OCB (Z) Variables on Performance (Y)

Based on Table 1 can be seen for testing the OCB variable on performance obtained beta ( $\beta$ ) value of 0.472 with a p-value of 0.008. Because the p-value is smaller than  $\alpha$  (0.008 < 0.05) then H0 is rejected. Thus there is a significant effect of OCB on performance.

### Path Analysis Calculation (Path Analysis)

This section explains the calculation of the effect of work environment variables consisting of organizational commitment (X1) and professionalism (X2) which has a direct and indirect effect on performance (Y), through the intervening variable OCB (Z). If there is an insignificant path, then the trimming theory is applied, namely by eliminating or removing non-significant paths. Then with the results of the new structure, the path coefficient is recalculated. Following is the calculation of the path coefficient hypothesis:



Picture 1. Result of path analysis

#### 1) Influence X1 to Z

Direct;  $X1 \rightarrow Z = (0,444) = 0,444$

Indirect; none

Total Effect; 0,444 or 44,4%

#### 2) Influence X2 to Z

Direct;  $X2 \rightarrow Z = (0,503) = 0,503$

Indirect; none

Total Effect; 0,503 or 50,3%

#### 3) Influence Z to Y

Direct;  $Z \rightarrow Y = (0,472) = 0,472$

Indirect; none

Total Effect; 0,472 or 24%

#### 4) Influence X1 to Y

Direct;  $X1 \rightarrow Y = (0,339) = 0,339$

Indirect;  $X1 \rightarrow Z \rightarrow Y = (0,444)(0,472) = 0,210$

Total Effect;  $0,339 + 0,210 = 0,549$  or 54,9%

#### 5) Influence X2 to Y

Direct;  $X2 \rightarrow Y = (0,417) = 0,417$

Indirect;  $X2 \rightarrow Z \rightarrow Y = (0,503)(0,472) = 0,237$

Total Effect:  $0,417 + 0,237 = 0,654$  or 65,4%

Based on the results of the calculation of the path coefficient in the attachment, it appears that the total effect of the variable organizational commitment (X1) on performance (Y) is 44.4% with detailed direct effects of 33.9% and indirect effects of 10.5%. The total effect of professionalism variable (X2) on performance (Y) is 53.7% with details of direct influence of 41.7% and indirect effects of 12%. Thus it can be stated that organizational commitment and professionalism influence performance through OCB. Based on the above calculation, the independent variable that has the strongest influence on the OCB variable (Z) is the professionalism variable (X2) which is equal to 50.3%. While the independent variable that has the strongest influence on the performance variable (Y) is the professionalism variable (X2) which is equal to 41.7%. The independent variable which has the strongest influence on the performance variable (Y) through the intervening variable OCB

(Z) is the professionalism variable (X2) which is equal to 12%.

### 5. CONCLUSION

Based on the results of the study conducted in the Jember Regency Secretariat of Government, the following matters can be concluded: 1) organizational commitment has a direct effect on OCB of the Government Secretariat of Jember Regency. The results of this study indicate that organizational commitment has a significant effect on employee OCB. The higher organizational commitment will increase the OCB of the Government of Jember Regency Secretariat employees; 2) organizational commitment has a direct effect on the performance of the Government Secretariat of Jember Regency. The results of this study indicate that organizational commitment has a significant effect on employee performance. The higher organizational commitment will improve the performance of Jember Regency Secretariat Government employees 3) Professionalism has a direct effect on OCB employees of the Government Secretariat of Jember Regency. The results of this study indicate that professionalism has a significant effect on employee OCB. The higher professionalism will increase the OCB of the Jember Regency Secretariat Government employees 4) Professionalism has a direct effect on the performance of the Secretariat of Government of Jember Regency. The results of this study indicate that professionalism has a significant effect on employee performance, meaning that the higher the professionalism of employees will improve the performance of Jember Regency Government Secretariat employees and 5) Employee OCB affects the performance of the Government Secretariat of Jember Regency. This is due to an increase in employee OCB that causes the involvement of employees to achieve work results that are expected to be optimal. If the optimal work results are in accordance with the service, the employee's performance will also increase according to the achievements.

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