

The Role of Organizational Commitment, Organizational Culture and Compensation for Performance in Mediating of Organizational Citizenship Behavior Family Planning Educators in Lumajang Regency

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Abstract- Employees are an important pillar in achieving the company's goals fully. Benchmark of organizational success can be seen from the performance of employees. Employee performance means employee productivity and output as a result of employee optimization, and will ultimately affect the growth and development of the organization. Good performance can be achieved through high organizational commitment, good organizational culture, and appropriate compensation through organizational citizenship behavior (OCB) of employees. Many studies have been conducted examining the relationship between organizational citizenship behavior (OCB) and performance. However, some things have not shown success and there are research gaps. The research results have a big influence on employee performance appraisal. Lumajang Regency Government tries to measure employee performance from organizational commitment, organizational culture, and compensation of each employee through organizational citizenship behavior (OCB) as an intervention. This decision making is based on existing theory. Even the role of organizational citizenship behavior (OCB) which is expected to be able to make family planning extension workers in Lumajang Regency better than other regions that have achieved their goals.

Keywords: Organizational Commitment, Organizational Culture, Compensation, OCB, Performance

INTRODUCTION

The National Population, Family Planning and Family Development Program (KKBPK) is mandated by the National Population and Family Planning Agency (BKKBN). Today BKKBN is growing in family development, where in the reform era there was a change in the policy of the National Family Planning Movement back into the National Family Planning Program, in accordance with the new vision and mission. Likewise, the BKKBN institution/organization underwent improvements based on Presidential Decree Number 166 of 2000. Performance is the result of work that has strong objectives with the strategic goals of an organization (Fahmi, 2018: 3). Armstrong and Baron (2010) explained work responsibility is how each employee or individual works based on the authority given to be held accountable in carrying out the assigned tasks based on work performance measures that are efficient, effective and productive in triggering appropriate and integrated performance simulations.

The empirical phenomenon in this study is the decrease in the number of PKB every year, in 2018 the number of PKB 48 decreased in 2020 to 46, in 2021 decreased to 43 due to a reduction in the number of civil servants due to retirement. This number continues to fall in 2022 to 42 because there are PKBs who have resigned from contract labor. This amount is very far from the standard needs of PKB in Lumajang Regency. According to data on the need for PKB staff in Lumajang Regency for 2021-2022 (Target for PKB Staff Needs for each Regency in East Java) there should be 73 PKB with details of 37 PKB Experts and 36 Skilled PKB. The lack of PKB staff has not reduced the performance of each PKB. This has been proven by the achievement of the target of cooperation between Lumajang Regency and BKKBN every year. Based on the Performance Report of the Office of Population Control and Family Planning in 2021, satisfactory results were obtained for the KKBPK program performance, the Total Fertility Rate (TFR) as one of the targets of the Lumajang Regency Performance Agreement with the BKKBN in 2019 reached 1.93 with a target of 1.97, in 2020 it reached 1.93 below the target of 1.97 and in 2021 it fell to 1.92 with a target of 1.95.

LITERATURE REVIEW

Organizational Commitment

Allen and Meyer (1997) defined organizational commitment as the level of attachment of individuals to the organization where they work. More specifically, organizational commitment is an individual's desire to maintain membership in the organization, identify with organizational values and goals, and strive to achieve organizational goals. Allen and Meyer (1997), explained that employees who have a high level of commitment to the organization tend to show higher OCB. Beer (2009: 19) stated that organizations that have a high commitment will provide sustainable performance and performance alignment that will improve individual performance. According to Al Jabri et al (2019) the dimensions of each type of commitment based on Allen and Meyer's (1997) theory are divided into:

1) Affective Commitment, this dimension consists of:

- a) Emotional Attachment, the extent to which a person has an attachment to his organization.
- b) Identification, part of the commitment in which a person identifies positively with his organization
- c) Involvement to the organization, is a person's work involvement in achieving organizational goals.

2) Continuance Commitment, this dimension consists of:

- a) High Sacrifice, a person's attitude to sacrifice for his organization in full because of the need for his organization.
- b) Low Alternative, the attitude of someone who sees that there is no other work that can be done apart from the organization.

3) Normative Commitment, this dimension consists of:

- a) Feeling of obligation, behavior shown by someone because of an obligation in carrying out work
- b) Moral Commitment, according to Suharsono et al, (2017) the feeling of staying with the organization because of morality.

Organizational Culture

According to Robbins and Judge (2017), a strong organizational culture can have a positive influence on company performance because it can increase employee motivation and engagement, and facilitate organizational learning. However, an organizational culture that is too strong can also inhibit change and innovation, so companies need to maintain a balance in developing an organizational culture that is in accordance with the goals and conditions of the company. Organizational culture is the actions and reactions of the organization in certain situations (Alshamari, 2020). Organizational culture is an important component of an organization that can bind someone in improving their organizational performance, organizational culture (Akpha et al, 2021). According to Issa et al (2016) the types of organizational culture consist of:

- 1) Innovative culture, is a cultural system by looking at the criteria of discipline and creativity in its implementation.
- 2) Supportive culture, is a culture that supports and adapts to environmental conditions.
- 3) Bureaucratic culture, is a type of culture that prioritizes the functions and duties of each employee, so that there is a line of command in carrying out tasks, is formative in nature.

Compensation

Jaiswal et al (2022) defined compensation as the overall award given by the organization to employees in return for their contribution in achieving organizational goals. Compensation includes all forms of rewards that employees receive, including salary, benefits, bonuses, incentives and other benefits such as health insurance, pensions and time off. Jaiswal et al (2022) also explained that the main purpose of compensation is to motivate employees to perform better and increase organizational productivity. Fair and adequate compensation can help organizations retain qualified employees and increase their job satisfaction. In addition, compensation can also be used as a tool to build a positive organizational culture and strengthen the bond between the organization and employees. Jaiswal et al (2022) form a compensation domain into two, namely as follows:

1. Financial Compensation, in today's social economy money plays an important role in all of life. So that financial incentives can be given to employees to meet the demands of future needs and guarantees. Financial compensation can be in the form of basic salary, bonuses, incentives, benefits, shares, pension funds, overtime pay.
2. Non-Financial Compensation. Employees also have non-financial needs such as social, psychological, and emotional so that if these demands are not met, someone will look for a replacement in a new place. Non-financial compensation consists of career rewards which include security in position, promotion opportunities, work recognition, new discoveries, special achievements, while the work environment includes being praised, friendly, comfortable on duty, fun and conducive.

Organizational Citizenship Behavior (OCB)

According to Organ (1997) OCB is interpreted as discretionary individual behavior not directly or explicitly recognized by the formal reward system, and in the aggregate will encourage more effective organizational functions. Further Organ said that OCB is the behavior of company employees that is aimed at increasing the effectiveness of company performance without ignoring individual employee productivity goals (Titisari, 2014: 3). Rahman (2018) found that OCB has an important role in improving employee performance, OCB is interpreted as an attitude more than what is done other than work. Nadhem (2019) also explained that OCB is an individual contribution outside of a formal role at work based on a work performance contract. The five dimensions that are often used in research according to Muhdar (2015: 16-18) are taken from the opinion of Organ et al (2006) are as follows:

1. Altruism (Helping Others)

Helping behavior that arises not because of pressure or obligation on tasks related to organizational operations, but rather that action is voluntary and not based on certain norms. Helping others both related to tasks in the organization or other people's personal problems. This is done without expecting anything in return.

2. Conscientiousness (Behavior Exceeds Minimum Standards)

Behavior exceeds the minimum standard requirements of the organization that is expected of the organization. Individuals who are aware of their responsibilities have timely behavior, are high in presence, do something beyond normal needs and expectations, are wise in following organizational rules.

3. Courtesy (Respect for Others)

Behavior that maintains good relations with co-workers to avoid interpersonal problems. Behaviors of kindness and respect for others in dealing with work-related problems, including behavior such as helping others, helping someone prevent a problem from happening, or taking steps to mitigate or reduce the development of a problem in the organization. Individuals who have a high level of this dimension are people who respect, value, and care for others. Employees with courtesy behavior are more sensitive and open-minded about the rights of others.

4. Sportsmanship (Tolerance)

Behavior that shows high tolerance and sportsmanship towards the organization without complaining about the ability to adapt to changes or problems even if individuals do not agree or agree with the changes that occur in the organization. Individuals can tolerate less than ideal conditions in the organization without raising objections.

5. Civic Virtue (Become a Wise Citizen)

Behavior that shows a desire for responsibility and to participate in organizational activities, has a concern for the continuity of the organization. This dimension refers to the responsibility given by the organization to employees to improve the quality of their work. This behavior is shown by the desire to participate actively in the organization. Civic virtue can be explained as the willingness of employees to be involved in both routine and non-routine matters within the organization to create a good impression of the organization.

Performance

Pangastuti, et al (2020) explained that employee performance is an important element of organizational performance. Ardana et al (2012) explained that performance is part of the results of employee work that is starting from planning, implementation to evaluation both in quality and quantity. According to Fahmi (2020: 2) said that performance is the result that is obtained by an organization due to profit oriented and non profit oriented which is produced over a period of time. According to Rivai (2020) performance is real behavior that is displayed by everyone as work performance produced by employees according to their role in the company. Performance appraisal is a key factor for developing an organization effectively and efficiently, due to better policies or programs for existing human resources within the organization. Individual performance appraisal is very useful for the dynamics of organizational growth as a whole, through this assessment it can be known the actual conditions of how employee performance is. According to Sutrisno (2020: 152), there are six aspects that are key achievements in performance, including:

1. Results of work
The level of quantity and quality that has been produced and the extent to which supervision is carried out
2. Job knowledge
The level of knowledge related to their duties that directly or indirectly influences performance results
3. Initiative
The level of work initiative, especially solving problems that may arise
4. Mental Dexterity
The level of speed and ability to understand work instructions and adapt to existing work methods and work situations.
5. Attitude.
Enthusiasm and positive attitude in completing their duties.
6. Time Discipline and Absence.
Timeliness and attendance rates

Research Conceptual Framework

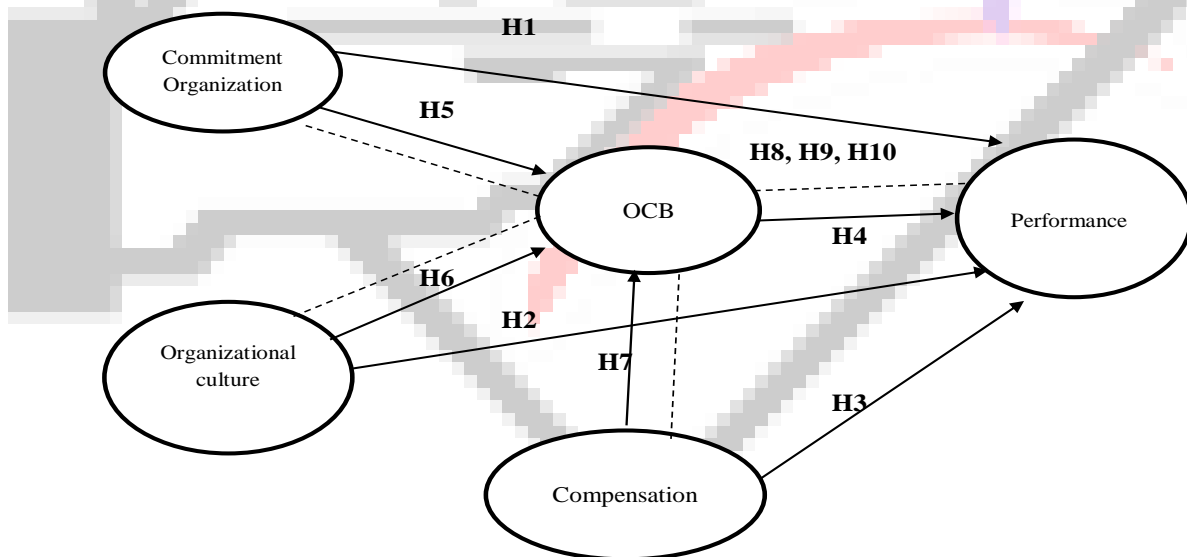


Figure 1. Concept Framework

Information:

- : Pengaruh signifikan
- - - - - : Pengaruh mediasi

Research Conceptual Framework

The effect of organizational commitment on the performance of family planning educators

Beer (2009: 19) states that organizations that have a high commitment will provide sustainable performance and performance alignment that will improve individual performance. Based on the results of research conducted by Daulay et al (2019) that related to the analysis of the factors that influence performance, the results show that commitment has a strong influence on performance. The same results were also found by Wulan et al (2021), Faidha (2021), Baihaqi et al (2021), Paramita et al (2020), Ticolu (2020), Ridlo (2020), Mohyi (2020), Telaumbanua et al (2019), Rustamadji et al (2019), Suwibawa et al (2018), Tiksnaya et al (2018), show the results of commitment research have a positive effect on improving performance. Based on the description above, the research hypothesis can be formulated as follows:

H1: Organizational commitment has a significant effect on the performance of family planning educators

The influence of organizational culture on the performance of Family Planning Instructors

According to Robbins and Judge (2017), a strong organizational culture can have a positive influence on company performance because it can increase employee motivation and engagement, and facilitate organizational learning. Alvi's research (2019), states that organizational culture can affect employee performance, especially the achievement level of an institution. Other studies Wulan et al (2021), Chien Ji et al (2020), Adha et al (2019), Suwibawa et al (2018), Nisa et al (2018), Issa et al (2016), found organizational culture to have a positive effect on employee performance. The results of the study show a positive and significant relationship, so any increase or improvement to organizational culture will improve employee performance. Based on the description above, the research hypothesis can be formulated as follows:

H2: Organizational culture has a significant effect on the performance of family planning educators

Effect of compensation on the performance of family planning counselors

According to Jaiswal et al (2022) explained that the main purpose of compensation is to motivate employees to perform better and increase organizational productivity. Sutrisno (2019: 188) explains that giving compensation will increase work performance, increase employee self-esteem, strengthen employee work relationships and prevent employees from leaving the company. According to Pangastutik's research (2020) concluded that there is a positive and significant influence between compensation and performance. The results of the study show a positive and significant relationship, so every time there is an increase or improvement in work compensation, it will increase employee performance. The results of this study are supported by the research of Suswati (2022), Seran et al (2021), Safriana (2020), Saman (2020), Istifada et al (2019), and Rahman (2018) which state that work compensation has a positive and significant effect on employee performance. Based on the description above, the research hypothesis can be formulated as follows:

H3: Compensation has a significant effect on the performance of family planning instructors

The Influence of Organizational Citizenship Behavior (OCB) on the performance of Family Planning Instructors

According to Titisari (2014: 73) the variables forming Organizational Citizenship Behavior in this study are related to employee performance. Organ (1997) shows that employees who exhibit OCB tend to be more effective and efficient in carrying out their main tasks. This can happen because employees who show OCB have higher levels of job satisfaction, feel more attached to the organization, and are better able to work in teams. Rahman (2018) found that OCB has an important role in improving employee performance, OCB is interpreted as an attitude more than what is done other than work. Nadhem (2019) also explains that OCB is an individual contribution outside of a formal role at work based on a work performance contract. The results of research by Bustomi (2020) and Suswati (2022) state that OCB can influence employee performance, the research results show a positive and significant relationship, so every time there is an increase or improvement to OCB it will increase employee performance. Based on the description above, the research hypothesis can be formulated as follows:

H4: Organizational Citizenship Behavior (OCB) has a significant effect on the performance of family planning instructors

The effect of organizational commitment on Organizational Citizenship Behavior (OCB) of Family Planning Instructors

Titisari (2014: 18-20) explains that employees who have a high level of commitment to the organization tend to show higher OCB. The results of research by Seran et al (2021), Ridlo et al (2020), Tiksnayana (2018), Musringudin et al (2017) show that organizational commitment has a positive and significant effect on OCB. These results indicate that the greater the organizational commitment in his work. The managerial implication of this research is that if the quantity of organizational commitment is getting better and improved, it will indirectly increase OCB. Based on the description above, the research hypothesis can be formulated as follows:

H5: Organizational commitment has a significant effect on the OCB of the Family Planning Instructor

The influence of organizational culture on Organizational Citizenship Behavior (OCB) of Family Planning Instructors

According to Ibrahim (2021) organizational culture can shape social norms that exist in the workplace that influence employee behavior, if organizational culture encourages norms that support OCB behavior in organizational culture it can influence employee OCB. According to research conducted by Suwibawa et al (2018) shows a direct influence between organizational culture and OCB. Based on the description above, the research hypothesis can be formulated as follows:

H6: Organizational culture has a significant effect on the OCB of family planning educators

Effect of compensation on Organizational Citizenship Behavior (OCB) of Family Planning Instructors

According to Nafiudin (2022) states that in reality compensation can affect employee OCB, especially the level of achievement of an organization. According to Sutrisno (2019: 188) explaining that providing proper compensation will increase work performance, increase employee self-esteem, strengthen employee work relationships and prevent employees from leaving the company. Employee satisfaction will positively increase behavior and this is related to employee OCB behavior (Titisari: 16). The results of the research by Seran et al (2021), Rahman (2018), show that compensation has a significant effect on OCB. Based on the description above, the research hypothesis can be formulated as follows:

H7: Compensation has a significant effect on the OCB of family planning educators

The influence of Organizational Citizenship Behavior (OCB) Mediation on Organizational Commitment and Performance of Family Planning Counselors

The results of research by Baihaqi (2021), Seran et al (2021), Ridlo (2020), Suwibawa et al (2018), Tyksnayana et al (2018) concluded that the mediating role of the OCB variable is able to drive the strength of the influence of organizational commitment variables on the performance of family planning educators. So that there is an indirect effect between organizational commitment variables on the performance of family planning educators through the OCB variable which is in the strong category or in other words OCB is able to moderate organizational commitment to performance. Based on the description above, the research hypothesis can be formulated as follows:

H8: OCB mediates the effect of organizational commitment on the performance of family planning educators.

The influence of Organizational Citizenship Behavior (OCB) Mediation on Organizational Culture and The Performance of Family Planning Counselors

The results of Suwibawa (2018), concluded that the mediating role of the OCB variable is able to push the strength of the influence of organizational culture on employee performance, so that there is an indirect effect between organizational culture variables on employee performance through the OCB variable. Based on the description above, the research hypothesis can be formulated as follows:

H9: OCB mediates the influence of organizational culture on the performance of family planning educators.

The influence of Organizational Citizenship Behavior (OCB) on compensation and performance of Family Planning Instructors

Based on the research found by Seran et al (2021) the mediating role of the OCB variable is able to boost the strength of the influence of the compensation variable on employee performance. So that there is an indirect effect between compensation variables on employee performance through the OCB variable. Based on the description above, the research hypothesis can be formulated as follows:

H10: OCB mediates the effect of compensation on the performance of family planning educators.

RESEARCH METHODS

Research Plan

This study was designed with the intention to provide an explanation of the causal relationship between variables through hypothesis testing, thus the research approach is a descriptive method in the form of explanation using a quantitative approach. According to Sugiyono (2019: 17) the quantitative research method can be interpreted as a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection uses research instruments, data analysis is quantitative/statistical, with the aim of testing hypotheses that have been set. The data that has been collected will then be analyzed quantitatively by calculating descriptive or inferential statistics so that conclusions can be drawn whether the formulated hypothesis is proven or not.

Population and Sample

The population is the entire group which can be in the form of humans, events or anything that has certain characteristics that interest researchers to conduct research (Sekaran, 2006). The population in this study were all 42 Family Planning Extension Instructors in Lumajang Regency consisting of 33 PNS, 3 PPPK, and 6 contract workers.

The method of sampling in this study was by gathering all family planning counselors in Lumajang Regency at the same place and time. This activity can be carried out in conjunction with coordination meeting activities at the district level and IPKB routine meetings in the district. The number of research samples was 42 family planning extension officers.

Sources of Data

Source of data in this study using primary data and secondary data. According to Sugiyono (2019: 194) primary data is a data source that directly provides data to data collectors. Primary data was taken from direct data from family planning counselors through interviews and filling out questionnaires. Sugiyono (2019: 193) explains secondary data, namely data sources that do not directly provide data to data collectors, for example through other people or through documents. secondary data in this study came from program achievement data sources and staffing data from the Health Office for Population Control and Family Planning as well as data from the Family Planning Extension Extension Professional Association.

Data Analysis Method

Instrument Test

a. Validity test

Validity test is the extent to which a measurement tool measures what it wants to measure. A valid instrument means that the instrument can measure what it is supposed to measure. Data validity test aims to determine the validity of the data obtained from distributing questionnaires. Validity test can be done by calculating the correlation between each question with the total score of observations. The validity test in this study was carried out using the Pearson Product Moments. In this test, the assumption is used that the correlation value with the Pearson Product Moment method is high, so it is said to be valid. The validity criterion for each item is if $r > 0.30$ and $\text{sig} < 0.05$ means the item is valid.

b. Reliability Test

The reliability test is also used to test the constancy of the questionnaire measurement results which are closely related to the problem of trust. A test level is said to have a level of confidence if the test gives the right results. In this study, to measure reliability using the Cronbach's Alpha method. In the early stages of research, a reliability value of 0.50 to 0.60 is considered sufficient, and for basic research, it is argued that increasing reliability beyond a value of 0.80 is often considered too high.

Hypothesis testing

The hypothesis test shows a significance test, which means the researcher must determine whether to accept or reject the hypothesis. Statistically significant is obtained if the statistical test value is in the critical area (H_0 area is rejected), and vice versa when the statistical test value is in the H_0 area it can be said to be insignificant (Ghozali, 2016). Testing the hypothesis in this study using Structural Equation Modeling (SEM) Analysis with Smart PLS (Partial Least Square) software. SEM as one of the multivariate analysis techniques allows for simultaneous analysis of a series of relationships between variables in the study which will provide statistical efficiency. SEM analysis makes it possible to test some of the variables in this study where the dependent variable or independent and intervening variables will form a model that will be built in this study through a literature review and then analyze the model using SEM. Smart PLS itself is an SEM analysis method that uses the VB SEM (Variance Based Structural Equation Modeling) approach, this approach is an approach using variance in the iteration process so that it does not require correlation between indicators or their latent constructs in structural models (Syahrir et al, 2020: 42).

Output assessment criteria are important in data analysis including in the analysis of the SEM-PLS method, among others

a. Evaluation of the Measurement Model (Outer Model)

The evaluation of the measurement model is carried out using the validity and reliability test approach, which is an evaluation of the relationship between construct variables (indicators) and their latent variables.

- 1) Indicator reliability test, aims to assess whether the latent variable measurement indicators are reliable or not by looking at the outer loading value of each indicator. The value must be > 0.7 which indicates that the construct can explain more than 50% of the indicator variance.
- 2) Internal consistency reliability test, aims to measure how capable the indicator can measure its latent construct. The assessment indicators are based on the value of composite reliability and Cronbach's alpha. The composite reliability value is 0.6-0.7 and Cronbach's alpha > 0.7 indicates good reliability.
- 3) Convergent validity test, evaluated by looking at the average variance extracted (AVE) value. The average variance extracted (AVE) value should be equal to 0.5 or more, which means that the construct can explain 50% or more of the item variance.
- 4) Discriminant validity test, to determine whether a reflective indicator is really a good measure of the construct. The measurement can be seen from the expected cross loading value of more than 0.7 and the expected heterotrait-monotrait value of less than 0.9 to ensure discriminant validity between the two reflective constructs.

b. Evaluation of the Structural Model (Inner Model) Evaluation of the structural model is used to evaluate the collinearity between constructs and the predictive ability of the model through the following 5 criteria:

- 1) Variance inflation factor (VIF) aims to evaluate the collinearity in the model. The value of the variance inflation factor (VIF) must be less than 5, if more than 5 indicates collinearity between constructs.
- 2) The coefficient of determination (R^2), to assess how much an endogenous construct can be explained by an exogenous construct. R^2 value 0.67 (strong model) 0.33 (moderate model) and 0.19 (weak model).
- 3) Cross-validated redundancy (Q^2) or Q-square test to assess the predictive relevance obtained from the blindfolding value. Q^2 value > 0 (the model has accurate predictive relevance to certain constructs, $Q^2 < 0$ (the model lacks accurate predictive relevance).
- 4) Effect size (f^2) to assess whether there is a significant relationship between variables. The value of $f^2 = 0.02$ (small) $f^2 = 0.15$ (medium) $f^2 = 0.35$ (large) and $f^2 < 0.02$ can be ignored or considered to have no effect.
- 5) Path coefficients or path coefficients, to see the significance and strength of the relationship, and to test the hypothesis. Its value ranges from -1 to +1. A relationship close to -1 indicates a negative relationship and vice versa.

c. Construction of path coefficients and equations

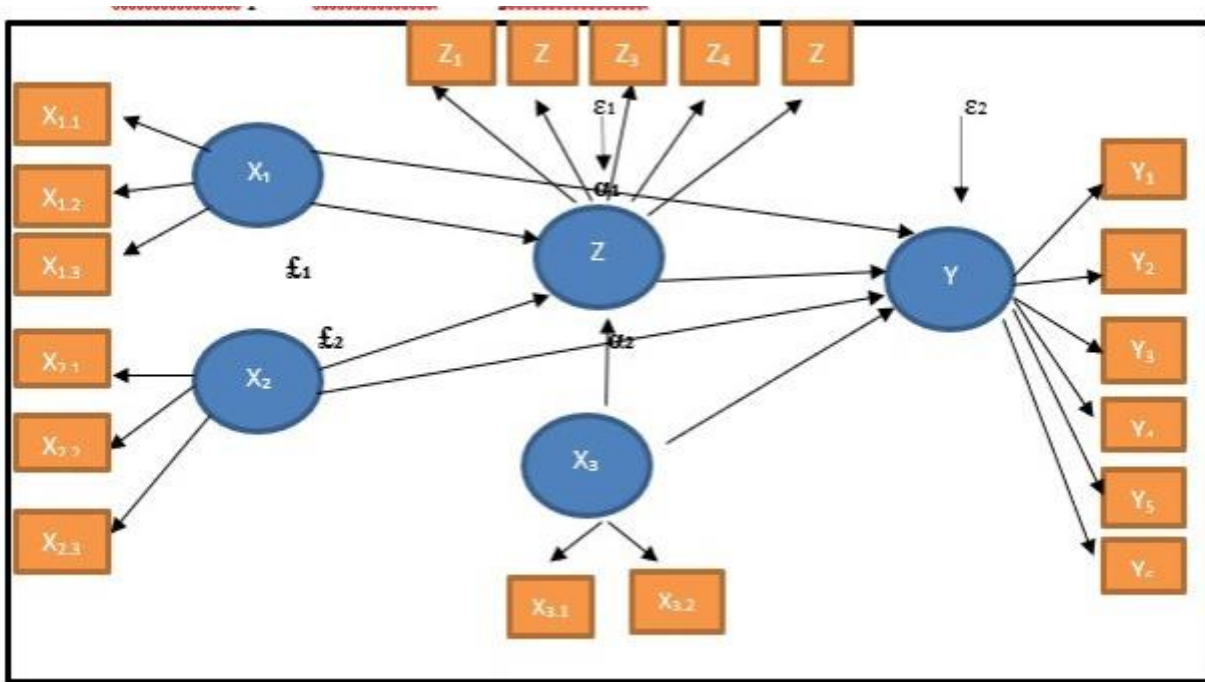


Figure. 2 Path Diagrams

Path coefficient construction equation

$$1. Y = \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 X_3 + \alpha_4 Z + \epsilon_1$$

$$2. Z = \lambda_1 X_1 + \lambda_2 X_2 + \lambda_3 X_3 + \epsilon_2$$

Information :

- Y = Performance of Family Planning Instructors
- Z = Organizational Citizenship Behavior (OCB)
- X₁ = Organizational Commitment
- X₂ = Organizational Culture
- X₃ = Compensation
- α = Path coefficient of equation 1
- λ = Path coefficient of equation 2
- ε = Measurement error

d. Fit models

Indicates an indicator of suitability (fit) of a model. In general, there are several fit model criteria, namely:

- 1) SRMR model validity indicator.
- 2) Normal fit index (NFI) which is expected to have a value of < 0.08 and > 0.9 respectively.

e. Indirect Effect Evaluation

To find out and analyze the strength of the relationship between the intervening variable and other variables. The assessment criteria are based on the T-statistic test value which must be > table T value, or the P value is smaller than the alpha value of 0.05.

f. Hypothesis Testing (Resampling Bootstrapping)

This procedure produces t-statistic values for each path and will be compared with t-table values. If using a 95% confidence level, the precision or inaccuracy limit (α) = 5% or 0.05.

- 1) If the t-statistic value < t-table or the P value > 0.05 then H₀ is accepted and H₁ is rejected.
- 2) If the t-statistic value > t-table or the P value < 0.05 then H₀ is rejected and H₁ is accepted.

RESEARCH RESULTS AND DISCUSSION

Outer Model Analysis

a. Convergent Validity

To test the convergent validity, the outer loading value or loading factor is used. An indicator is declared to meet convergent validity in the good category if the outer loading value is > 0.7. Based on the results of data processing, it is known that each research variable indicator has an outer loading value of > 0.7. However. According to Chin, as quoted by (Ghozali, 2021), an outer loading value between 0.5 – 0.6 is considered sufficient to meet the requirements of convergent validity. Based on the data above, it shows that there are no variable indicators whose outer loading value is below 0.7, so that all have good validity.

b. Discriminant Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses the cross loading value. An indicator is declared to meet discriminant validity if the indicator's cross loading value on the variable is the largest compared to other variables. The following is the cross loading value for each indicator:

Table 1. Discriminant Validity

Variable	Cross Loading Value	R _{table}	Information
Organizational Commitment (X ₁)	0.710	0.254	Valid
Organizational Culture (X ₂)	0.776	0.254	Valid
Compensation (X ₃)	0.658	0.254	Valid
OCB (Z)	0.785	0.254	Valid
Employee Performance (Y)	0.617	0.254	Valid

Source: Results of data processing, 2023.

The results of the study show that each indicator on the research variable has a cross loading value > R_{table}. Based on the results obtained, it can be stated that the variables used in this study already have good discriminant validity in compiling their respective variables.

c. Composite Reliability

Composite Reliability is the part that is used to test the value of the reliability of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value of > 0.6. The following is the composite reliability value of each variable used in this study:

Table 2. Composite Reliability

Variable	Composite Reliability
Organizational Commitment (X ₁)	0.872
Organizational Culture (X ₂)	0.901
Compensation (X ₃)	0.787
OCB (Z)	0.918
Employee Performance (Y)	0.818

Source: Results of data processing, 2023.

Based on the data presented in the table above, it can be seen that the composite reliability value of all research variables is > 0.6. These results indicate that each variable meets composite reliability so that it can be concluded that all variables have a high level of reliability.

Cronbach Alpha

The reliability test with the composite reliability above can be strengthened by using the Cronbach alpha value if it has a Cronbach alpha value > 0.7. The following is the Cronbach alpha value of each of the research variables:

Table 3. Cronbach Alpha

Variable	Cronbach Alpha
Organizational Commitment (X ₁)	0.826
Organizational Culture (X ₂)	0.868
Compensation (X ₃)	0.757
OCB (Z)	0.899
Employee Performance (Y)	0.757

Source: Results of data processing, 2023.

Based on the data presented above, it can be seen that the Cronbach alpha value of each research variable is > 0.7. Thus these results can indicate that each research variable has met the requirements for the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

Multicollinearity Test

Multicollinearity test was conducted to determine the relationship between indicators. To find out whether formative indicators experience multicollinearity by knowing the VIF value. VIF values between 5-10 can be said that the indicator does not have multicollinearity. The following are the results of the multicollinearity test for each of the research variables:

Table 4. Variance Inflation Factors

Variable	VIF
Organizational Commitment (X ₁)	1.937
Organizational Culture (X ₂)	1.962
Compensation (X ₃)	1.504
OCB (Z)	2.171

Source: Results of data processing, 2023.

Based on the results of the multicollinearity test, it shows that the VIF value is below 10, so it can be said that multicollinearity does not occur for each of the research variables.

Hypothesis testing

Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics values and P-Values. The research hypothesis can be declared accepted if the P-Values <0.05. The following are the results of hypothesis testing obtained in this study through the inner model:

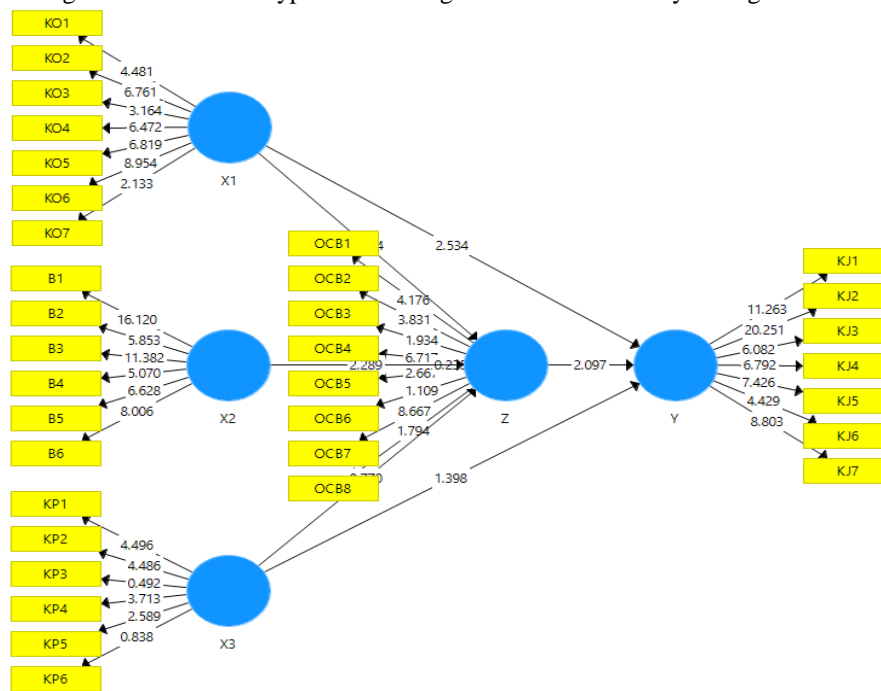


Figure 3. Partial Least Square SmartPLS 6.0 Testing Model

From the results of the research hypothesis testing model using SmartPLS 6.0 as shown above, then it can be seen the direct and indirect effects of the relationship between the variables. The results of testing the direct effect of the relationship between variables using SmartPLS 6.0 can be seen in the following table:

Table 5. Influence Between Variables

Variable	Path Coefficients	P-value	Results
X ₁ – Y	0.460	0.012	Significant
X ₁ – Z	0.343	0.024	Significant
X ₂ – Y	0.149	0.018	Significant
X ₂ – Z	0.378	0.023	Significant
X ₃ – Y	0.219	0.016	Significant
X ₃ – Z	0.146	0.022	Significant
Z – Y	0.268	0.016	Significant

Source: Results of data processing, 2023.

Based on testing the direct effect of the figures and tables above, it can be seen that:

1. The path coefficients of Organizational Commitment (X1) on Employee Performance (Y) are $\beta = 0.460$, which is positive. The p-value is 0.012. This result is significant because the p-value is less than 0.05. So based on the calculation of path coefficients and p-values on the influence between variables, Organizational Commitment (X1) is proven to have an effect on Employee Performance (Y).
2. The path coefficients of Organizational Commitment (X1) to OCB (Z) are $\beta = 0.343$, which is positive. The p-value is 0.024. This result is significant because the p-value is less than 0.05. So based on the calculated values of path coefficients and p-values on the influence between variables, Organizational Commitment (X1) is proven to have an effect on OCB (Z).
3. The path coefficients of Organizational Culture (X2) on Employee Performance (Y) are $\beta = 0.149$ which is positive. The p-value is 0.018. This result is significant because the p-value is less than 0.05. So based on the calculated values of path coefficients and p-values on the influence between variables, Organizational Culture (X2) is proven to have an effect on Employee Performance (Y).
4. The path coefficients of Organizational Culture (X2) to OCB (Z) are $\beta = 0.378$ which is positive. The p-value is 0.023. This result is significant because the p-value is less than 0.05. So based on the calculation of path coefficients and p-values on the influence between variables, Organizational Culture (X2) is proven to have an effect on OCB (Z).
5. The value of the Path Coefficient (path coefficients) of Compensation (X3) on Employee Performance (Y) is $\beta = 0.219$ which is positive. The p-value is 0.016. This result is significant because the p-value is less than 0.05. So based on the calculated value of path coefficients and p-values on the influence between variables, Compensation (X3) is proven to have an effect on Employee Performance (Y).
6. The path coefficients of Compensation (X3) to OCB (Z) are $\beta = 0.146$, which is positive. The p-value is 0.022. This result is significant because the p-value is less than 0.05. So based on the calculated values of path coefficients and p-values on the influence between variables, Compensation (X3) is proven to have an effect on OCB (Z).

7. The value of the path coefficients of OCB (Z) on Employee Performance (Y) is $\beta = 0.268$ which is positive. The p-value is 0.016. This result is significant because the p-value is less than 0.05. So based on the calculation of path coefficients and p-values on the influence between variables, OCB (Z) is proven to have an effect on Employee Performance (Y).

Sobel Test

The Sobel test is a test to find out whether the relationship through a mediating variable is significantly capable of being a mediator in the relationship. The Sobel test is carried out by testing the strength of the indirect influence of the independent variable (X) which consists of Organizational Commitment, Organizational Culture, and Compensation to the dependent variable of Family Planning Instructor performance (Y) through the intervening organizational citizenship behavior / OCB variable (Z). The results of the calculation of the Sobel Test are as follows:

$$Sab = \sqrt{b^2S + a^DSh^2 + Sa^2Sb^2}$$

$$a) \quad X_1 = \frac{ab}{Sab} = \frac{0,343 \times 0,268}{0,10} = \frac{0,09}{0,10} = 0,90$$

$$b) \quad X_2 = \frac{ab}{Sab} = \frac{0,378 \times 0,268}{0,10} = \frac{0,101}{0,10} = 1,01$$

$$c) \quad X_3 = \frac{ab}{Sab} = \frac{0,146 \times 0,268}{0,10} = \frac{0,039}{0,10} = 0,39$$

Based on the calculation results of the Sobel Test, it shows that the z value (X1) is 0.90, the z value (X2) is 1.01, and the z value (X3) is 0.39 < 1.96 (absolute z value) so that there is a significant indirect effect of the independent variable (X) on the dependent variable (Y) through the Moderating variable (Z).

DISCUSSION

The Effect of Organizational Commitment on the Performance of Family Planning Instructors

The results of the hypothesis test show that Organizational Commitment has an effect on the performance of Family Planning Instructors by looking at the significance level of 0.012. The influence shown by the regression coefficient is positive, meaning that the better the Organizational Commitment, the performance of the Family Planning Instructor will increase (H1 is accepted).

Based on the respondents' answers to the Organizational Commitment variable, it shows that the majority of respondents answered that they agreed, this shows that the Organizational Commitment of Family Planning Instructors in Lumajang Regency is good and appropriate. The Affective Commitment indicator, the Emotional Attachment subindicator, shows that family planning extension workers in Lumajang district feel that problems at the service are part of themselves, meaning that family planning extension workers in Lumajang district have empathy for the problems that occur at the service. Furthermore, the identification sub-indicator shows that the Family Planning Extension Officer has a good rating in the field that handles population, family planning and family development programs (KKBPK) in the agency and feels that the field is professional in handling the KKBPK program, meaning that the Family Planning Extension Officer has a positive assessment of the agency. The third sub-indicator in Affective Commitment is Involvement to the organization, showing that Family Planning Extension Instructors have a connection with the agency's goals as evidenced by a sense of responsibility in fulfilling performance targets at the agency. The results of this study are in line with research conducted by Wulan et al (2021), Faidha (2021), Baihaqi et al (2021), Paramita et al (2020), Ticolu (2020), Ridlo (2020), Mohyi (2020), Telaumbanua et al (2019), Rustamadji et al (2019), Suwibawa et al (2018), Tiksnaya et al (2018), show the results of commitment research have a positive effect on improving performance.

The Influence of Organizational Culture on the Performance of Family Planning Instructors

The results of the hypothesis test show that organizational culture influences the performance of family planning instructors by looking at the significance level, which is equal to 0.018. The influence shown by the regression coefficient is positive, meaning that the better the Organizational Culture, the performance of the Family Planning Instructor will increase (H2 is accepted).

Based on the respondents' answers to the organizational culture variable, the majority of respondents answered that they agreed, which means that the organizational culture of the Family Planning Extension Instructor in Lumajang Regency is good and appropriate. The innovation and risk taking indicators show that the Lumajang District Family Planning Extension Officer is able to innovate to improve the KKBPK program and is able to make decisions on program improvement, meaning that the Family Planning Extension Officer has a culture of innovative attitude and quick decision making when problems occur with the KKBK program. The attention indicator shows that family planning extension officers can have good performance and are able to work well despite obstacles in carrying out their duties. The orientation indicator on the team shows that the Family Planning Extension Instructor is able to advocate and work with the team, meaning that the Family Planning Instructor has a culture of always being able to work with his team so as to improve the performance of the Family Planning Instructor. The results of this study are in line with research conducted by Wulan et al (2021), Chien Ji et al (2020), Adha et al (2019), Suwibawa et al (2018), Nisa et al (2018), Issa et al (2016), found that organizational culture has a positive effect on employee performance. The research results show a positive and significant relationship, so any increase or improvement to organizational culture will improve employee performance.

The Effect of Compensation on the Performance of Family Planning Instructors

The results of the hypothesis test show that compensation has an effect on the performance of family planning instructors by looking at the significance level of 0.024. The influence shown by the regression coefficient is positive, meaning that the better the compensation, the performance of the Family Planning Instructor will increase (H3 is accepted).

Based on the respondents' answers, the majority of respondents answered yes, which means that the compensation for family planning extension agents in Lumajang Regency is good and appropriate. The financial compensation indicator shows that family planning extension workers in Lumajang Regency have received appropriate salaries, appropriate allowances and non-salary incentives so that they are satisfied with the financial compensation that has been given. The non-financial compensation indicator shows that the Family Planning Extension Officer has received leave, promotion and transfer rights as well as training according to his needs, meaning that the Family Planning Extension Officer is satisfied with the non-financial compensation that has been provided.

Jaiswal et al (2022) define compensation as the overall award given by the organization to employees in return for their contribution in achieving organizational goals. Compensation includes all forms of rewards that employees receive, including salary, benefits, bonuses, incentives and other benefits such as health insurance, pensions and time off. Jaiswal et al (2022) also explained that the main purpose of compensation is to motivate employees to perform better and increase organizational productivity. Fair and adequate compensation can help organizations retain qualified employees and increase their job satisfaction. In addition, compensation can also be used as a tool to build a positive organizational culture and strengthen the bond between the organization and employees so that good performance is formed. The results of this study are in line with research conducted by Suswati (2022), Seran et al (2021), Safriana (2020), Saman (2020), Istifada et al (2019), and Rahman (2018) which state that work compensation has a positive effect and significant to employee performance.

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

The results of the hypothesis test show that Organizational Citizenship Behavior (OCB) has an effect on the performance of Family Planning Instructors by looking at the significance level of 0.016. The influence shown by the regression coefficient is positive, meaning that the better the Organizational Citizenship Behavior (OCB), the higher the Employee Performance (H4 is accepted).

Based on the respondents' answers, the majority of respondents answered yes, which means that the Organizational Citizenship Behavior (OCB) of Family Planning Extension Workers in Lumajang Regency is good and appropriate. The altruism indicator shows that family planning extension workers have the ability to be able to share work with their colleagues and replace colleagues' work when colleagues are not present, meaning that family planning extension workers have an attitude of helping each other at work. The Conscientiousness indicator shows that family planning extension agents have the ability to meet program targets given by the agency, they are even able to exceed the targets given by the agency, meaning that family planning extension agents have a responsibility not only to meet the minimum target but they can do more than the minimum target. The Courtesy indicator shows that Family Planning Instructors are able to establish good relationships with co-workers, meaning that Family Planning Instructors in Lumajang Regency can maintain interpersonal relationships with colleagues in order to avoid interpersonal problems. The Sportmanship indicator shows that family planning extension workers are able to carry out each program with more workload without complaining and are able to carry out the KKBPK program even though the number of personnel and facilities is limited. The civic virtue indicator shows that family planning extension officers are able to carry out any work outside of the duties and functions of family planning extension agents, this is done to maintain and increase program needs, for example several family planning extension officers are members of the Pokja in the sub-district PKK so that cross-program relations are increasing and can be improve the performance of family planning instructors and improve program performance. The results of this study are in line with the research by Bustomi (2020) and Suswati (2022) stating that OCB can affect employee performance, the research results show a positive and significant relationship, so any increase or improvement in OCB will increase employee performance.

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

The results of the hypothesis test show that Organizational Commitment has an effect on Organizational Citizenship Behavior (OCB) by looking at its significance level which is equal to 0.024. The influence shown by the regression coefficient is positive, meaning that the better the Organizational Commitment, the Organizational Citizenship Behavior (OCB) will increase (H5 is accepted). Narimawati (2020) states that organizational commitment is measured based on the level of frequency of identification and the level of individual attachment to a particular organization which is reflected in the following characteristics: (a) strong belief and acceptance of organizational values and goals, (b) there is a definite desire to maintain participation in the organization". In addition, Nariwati (2020) developed a scale called Self Report Scales to measure employee commitment to the organization, which is an elaboration of three aspects of commitment, namely: acceptance of goals, desire to work hard, and desire to stay in that part of the organization.

The results of this study are in line with research conducted by Seran et al (2021), Ridlo et al (2020), Tiksnayana (2018), Musringudin et al (2017) showing organizational commitment has a positive and significant effect on OCB. These results indicate that the greater the organizational commitment in his work. The managerial implication of this research is that if the quantity of organizational commitment is getting better and improved, it will indirectly increase OCB.

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

The results of the hypothesis test show that Organizational Culture influences Organizational Citizenship Behavior (OCB) by looking at the significance level of 0.023. The influence shown by the regression coefficient is positive, meaning that the better the Organizational Culture, the Organizational Citizenship Behavior (OCB) will increase (H6 is accepted). Claver et al in 2001 explained that organizational culture is a set of symbols and values shared by members that are mutually agreed upon in certain companies that describe the company's way of solving management problems (Akpha et al, 2021). While Adha (2019) explains work culture, that it

is a habit or behavior that is carried out repeatedly in every routine and there are no strict sanctions if you break it, but habits here are meant positive habits. The habit is a combination of attitudes and behavior which has a dimension to be used as a benchmark in behaving and behaving. The results of this study are in line with research conducted by Suwibawa et al (2018) showing a direct influence between organizational culture and OCB.

Effect of Compensation on Organizational Citizenship Behavior (OCB)

The results of the hypothesis test show that compensation has an effect on Organizational Citizenship Behavior (OCB) by looking at the significance level, which is equal to 0.022. The influence shown by the regression coefficient is positive, meaning that the better the compensation, the Organizational Citizenship Behavior (OCB) will increase (H7 accepted).

Compensation according to Panggabean (2021), is defined as any form of appreciation given to employees as remuneration for the contribution they make to the organization. According to Werther and Davis, compensation is what a worker receives in return for the work he provides, whether hourly wages or periodic wages designed and managed by the personnel department. Yoder (2020), put forward "The payment made to members of work teams for their participation," means that remuneration makes work team members able to work together and achieve achievements. So it can be concluded that compensation is a form of appreciation from a company/organization for the sacrifice of time, effort and employee mind. Other authors explain that compensation is everything that employees receive as remuneration for employees for what is done by establishing a justice system, motivating workers according to needs (Nafiudin, 2022). The results of this study are in line with research conducted by Seran et al (2021), Rahman (2018), showing that compensation has a significant effect on OCB.

The Effect of Organizational Citizenship Behavior (OCB) Mediation on Organizational Commitment and Performance of Family Planning Instructors

The results of the hypothesis test show that Organizational Citizenship Behavior (OCB) is proven to mediate the effect of Organizational Commitment on Employee Performance by looking at the sobel test, which is equal to $0.90 < 1.96$. The influence shown by the regression coefficient is positive, meaning that the better the Organizational Citizenship Behavior (OCB) the more it will mediate the effect of Organizational Commitment on the Performance of Family Planning Instructors (H8 accepted).

The results of this study are in line with research by Baihaqi (2021), Seran et al (2021), Ridlo (2020), Suwibawa et al (2018), Tyksnayana et al (2018) concluded that the mediating role of the OCB variable is able to drive the power of influence of organizational commitment variables on the performance of family planning counselors. So that there is an indirect effect between organizational commitment variables on the performance of family planning educators through the OCB variable which is in the strong category or in other words OCB is able to moderate organizational commitment to performance.

The Effect of Organizational Citizenship Behavior (OCB) Mediation on Organizational Culture and Performance of Family Planning Instructors

The results of the hypothesis test show that Organizational Citizenship Behavior (OCB) is proven to mediate the influence of Organizational Culture on Employee Performance by looking at the sobel test, which is equal to $1.01 < 1.96$. The influence shown by the regression coefficient is positive, meaning that the better the Organizational Citizenship Behavior (OCB) the more it mediates the effect of Organizational Culture on the Performance of Family Planning Instructors (H9 is accepted).

The results of this study are in line with the results of Suwibawa's research (2018), concluding that the mediating role of the OCB variable is able to encourage the strength of the influence of organizational culture on employee performance, so that there is an indirect effect between organizational culture variables on employee performance through the OCB variable.

CONCLUSION

Based on the results of the analysis and discussion that the researcher has explained, it can be concluded as follows:

1. The results of the study show that organizational commitment has a significant effect on the performance of Family Planning Instructors in Lumajang Regency.
2. The results of the study show that organizational culture has a significant effect on the performance of Family Planning Instructors in Lumajang Regency.
3. The results of the study show that compensation has a significant effect on the performance of Family Planning Instructors in Lumajang Regency.
4. The results show that Organizational Citizenship Behavior (OCB) has a significant effect on the performance of Family Planning Instructors in Lumajang Regency.
5. The results of the study show that organizational commitment has a significant effect on Organizational Citizenship Behavior (OCB) of Family Planning Instructors in Lumajang Regency.
6. The results of the study show that organizational culture has a significant effect on Organizational Citizenship Behavior (OCB) of Family Planning Instructors in Lumajang Regency.
7. The results of the study show that compensation has a significant effect on the Organizational Citizenship Behavior (OCB) of Family Planning Instructors in Lumajang Regency.
8. The results of the study show that Organizational Citizenship Behavior (OCB) mediates organizational commitment to the performance of Family Planning Instructors in Lumajang Regency.
9. The results of the study show that Organizational Citizenship Behavior (OCB) mediates organizational culture on the performance of Family Planning Instructors in Lumajang Regency.
10. The results of the study show that Organizational Citizenship Behavior (OCB) mediates compensation for the performance of Family Planning Instructors in Lumajang Regency.

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