

**THE EFFECT OF JOB SATISFACTION, JOB ENVIRONMENT AND
ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL
CITIZENSHIP BEHAVIOR (OCB) AND ITS IMPACT ON
PERFORMANCE**

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Abstract

The purpose of this research was to analyze the effect of Job Satisfaction, Job Environment and Organizational Commitment on Organizational Citizenship Behavior (OCB) and its impact on Employee Performance. The population in this research were all teachers on Terang Bangsa Christian Junior High School and Senior High School Semarang totaling 103 teachers. The entire population was used as sample. The analysis technique used was Structural Equation Model (SEM) with Partial Least Square (PLS) approach. This result of this research showed that Job Satisfaction, Job Environment and Organizational Commitment had positive and significant effect on Organizational Citizenship Behavior (OCB). Job Satisfaction, Job Environment and Organizational Commitment did not effect Employee Performance. Organizational Citizenship Behavior (OCB) had positive and significant effect on Employee Performance.

Keywords: Job satisfaction, Job environment, Organizational commitment, Organizational citizenship behavior (OCB), Employee performance.

Abstrak

Tujuan dari penelitian ini adalah untuk menganalisis pengaruh Kepuasan Kerja, Job Environment dan Komitmen Organisasi terhadap Organizational Citizenship Behavior (OCB) dan dampaknya terhadap Kinerja Karyawan. Populasi dalam penelitian ini adalah semua teachers on Terang Bangsa Kristen SMP dan SMA Semarang Sekolah total 103 guru. Seluruh populasi digunakan sebagai sampel. Teknik analisis yang digunakan adalah Structural Equation Model (SEM) dengan Least pendekatan Partial Square (PLS). Hasil penelitian ini menunjukkan bahwa Kepuasan Kerja, Kerja Lingkungan dan Komitmen Organisasi berpengaruh positif dan signifikan terhadap Organizational Citizenship Behavior (OCB). Kepuasan Kerja, Kerja Lingkungan dan Komitmen Organisasi tidak berpengaruh Kinerja Karyawan. Organizational Citizenship Behavior (OCB) berpengaruh positif dan signifikan terhadap Kinerja Karyawan.

Kata kunci: Kepuasan kerja, Kerja lingkungan, Komitmen organisasi, Organizational citizenship behavior (OCB), Kinerja karyawan.

JEL Classification: M51, M54

1. Research Background

Within an organization, human resources have a very important role to achieve what the objectives of an organization. Resources that have a sense, initiative and the ratio are only human resources. All this potential has huge impact in achieving the objectives of the organization, even if other resources are plentiful but without human resources, it will cause difficulties to achieve organizational goals (Sutrisno, 2012).

An organization expects the performance of human resources in it to work optimally to achieve the goals of the organization. It requires employees to behave in accordance with the

expectations of the organization. This behavior is not only the behavior of in-role or conduct work in accordance with the description of the work which are expected by the organization, but also the behavior of extra-role, namely the behavior of employees who want to do more than just what the organization expected or in other words the behavior that would do more than their formal task. Extra-role behavior is called organizational citizenship behavior (OCB). Markozy (in Titisari, 2014) says that the good employees tend to display organizational citizenship behavior (OCB) in the work environment, so that the organization would be better if there are employees who acted organizational citizenship behavior (OCB). Dyne (in Titisari, 2014) stated that the construction of organizational citizenship behavior (OCB) is the behavior of employees that benefit organizations or behaviors that have a tendency benefit the organization. Such behavior is voluntary and exceeds the demands of any job.

As one of the educational institutions in the city of Semarang, Terang Bangsa Christian Junior and Senior High strives to continue to maintain the quality of service by improving the performance of its human resources, in this case is the performance of teachers. Over time, several problems found that can degrade the performance of Terang Bangsa Christian middle and high school teachers. One such obstacle is when a teacher sees his or her co-workers work behavior that does not comply with the demands of the teachers observed the foundation will come to lower its standards in accordance with the performance of co-workers observed. The teachers felt that with the income which is not far from his or her friend who observed it is okay if his or her performance is equated with the observed teacher.

Another constraint is the not maximal performance of teachers caused by the uncomfortable work environment. This happens because recently some increase in enrollment of Terang Bangsa Christian junior and senior high, but it is not offset by an increase in the capacity of the building used. The action taken by the Terang Bangsa Christian junior and senior high foundation is by doing the space efficiency so that the work load is increasing with less comprehensive reply facilities. The task of the teacher in addition to prepare materials for teaching materials to teach students, they are also required by the foundation to really pay attention to soft skills of each student. Plus the work to be undertaken in relation to the position to which it aspires in structural positions. This excessive workload that caused the performance of the teacher becomes less than the maximum. For this study to determine the effect of job satisfaction on organizational citizenship behavior (OCB), the influence of the working environment on organizational citizenship behavior (OCB), the effect of organizational commitment on organizational citizenship behavior (OCB), the effect of job satisfaction on performance, the influence of the working environment on performance employees, the effect of organizational commitment on performance and influence organizational citizenship behavior (OCB) to employee performance Terang Bangsa Christian junior and senior high school teachers Semarang.

1.1 Literature Review

Organ (in Budiharjo, 2014) defines OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate prompts the effective functioning of the organization. That behavior is not enforceable requirement of the role or the job description, that is, the clearly speciable terms of the person's employment contract with the organization; behavior is rather a matter of personal choice, such that its omission is not geberally understood as punishable. OCB is a form of behavior which is a choice or individual initiative, not related to the organization's formal reward system but in aggregate increase the effectiveness of the organization. This means that the behavior was not included in the employee's requirements so that when not addressed by the employee, the employee will not be penalized. Construction of Organizational Citizenship Behavior (OCB) is the behavior of employees that benefit organizations or behaviors that have a tendency benefit the organization. It is done voluntarily and in excess of what it claims to work. That is the

opinion of Dyne (in Titisari, 2014). Seven dimensions of OCB according Organ, *et al.*, (in Budiharjo, 2014) is 1.) Helping behavior / altruism / courtesy - Behavior helps others who are not the duties and obligations voluntarily. These dimensions indicate the helping behavior of employees related to the problems faced by other employees. As an example, in assisting of the use of work equipment. This dimension is sometimes referred to as altruism, peacemaking, or cheerleading, 2.) Sportsmanship - Willing to work in an organization without complaint even though the circumstances in the organization are less fun. Behaviors that demonstrate high tolerance to environments which is unpleasant for them, Podsakoff (2000) said that this dimension should have a broader scope; in the sense that individuals other than able to survive in dissatisfaction must also be positive and willing to sacrifice its interests for the sake of the group; 3.) Organizational compliance/ general compliance/organizational obedience - Attitudes of individuals who want to accept the rules and procedures within the organization. Reflected in behavior that is never violated the rules even if not monitored or no sanctions. Smith (1983) called it as the generalized compliance; 4.) Organizational loyalty / goodwill - spreading behavior of individuals who seek to promote the image of the organization to outside parties; and also, behaviors that protect the organization from external threats. Still work within the organization although risky and unprofitable; 5.) Civic virtue / organizational participation - involvement of individuals in the organization's activities and care for the survival of the organization. Voluntary participation, responsibility and want to be involved in addressing the problems faced by the organization for the survival of the organization. Active in expressing his ideas gained from observations on business environment on both threats and opportunities in their business; 6.) Individual initiative / conscientiousness - The behavior of individuals who show voluntary effort more than is requested to improve the ability to perform their duties creative and innovative in order to increase organizational performance. For example, is the initiative to improve the capabilities and expertise (competence); 7.) Self development - Behavior of individuals in which associated with the efforts to improve knowledge, skills and abilities without being asked. According to George and Brief (1992) that is includes their own competence development at their own expense and derived from their own desire. For example, is the training to keep up with the advancement of the art and to be able to contribute more for the organization.

Cherington (in Umam, 2012) said that the performance demonstrated achievement of employment targets relating to the quality, quantity and time. The achievement is influenced by the expertise and time. If an organization can choose employees who have the motivation and expertise in accordance with their field and have good conditions that allow the employee to work optimally, the optimal performance will be realized. Sutrisno (2012) states that the definition of job performance is narrow, which is based only on what produced by someone of his behavior. Productive people have a high level of performance and the unproductive (level did not reach the standard) has a low performance. Dimensions or indicators of employee performance according to Janseen (in Titisari, 2014) is 1.) Quantity of work - amount of work that is done within certain period; 2.) Quality of work - quality of work that has been achieved under the terms of suitability and readiness; 3.) Job Knowledge - breadth of knowledge on employment and skills; 4.) Creativeness: the authenticity of all the ideas that was said and the actions taken to address any existing problems; 5.) Cooperation - willing to cooperate with other people or fellow members of the organization; 6.) Dependability - Awareness to be credible in terms of attendance and finish the work; 7.) Initiative - spirit to perform new tasks and to enlarge its responsibilities and 8.) Personal Qualities - concerning personality, leadership, hospitality and personal integrity.

Job satisfaction according to Robbins (2008) related to the general attitude of people towards employment accomplishments. A person with a high level of job satisfaction showed a positive attitude towards work, while the negative attitude shown by someone who is not

satisfied with their jobs. Luthans (2006) concluded that job satisfaction is the result of employee perceptions of job. They see how well his job to give the perceived returns they think important to them. Luthans (2006) says there are five dimensions of job satisfaction, the dimensions which are 1.) Job itself, the work provides an interesting task, the opportunity to learn and the opportunity to accept responsibility; 2.) Salaries, amount of earnings obtained and on the level where it can be considered as appropriate compared to others in the organization; 3.) Promotional opportunities, a chance to advance in the organization. The opportunity to get a position or a higher position; 4.) Supervision is the supervisor's ability to provide technical assistance and behavioural support. There are two-dimensional styles of supervision that affect job satisfaction. First is based on the employee. Measurement is based on personal interest and concern for the employees. Second is participation or influence. Employee participation is likely in the decisions that affect their satisfaction and 5.) Technical work colleagues are the level where coworkers are smart and social support. Cooperative co-workers are the source of the simplest job satisfaction on individual employees.

Nitisemito (2001) defines the work environment is everything that is around employees and can affect employees in carrying out the duties imposed. For examples are cleanliness, music and others. Meanwhile working environment according to Sedarmayanti (2011) is the entire machine tools and materials at hand, the surrounding environment in which a person is working, working methods, as well as its settings either individually or as a group. Sedarmayanti (2011) suggests that there are two parts or dimensions of the work environment, namely 1.) Physical work environment, all circumstances the physical forms that are around the workplace that may affect the employees either directly or indirectly and 2.) Non-physical work environment, according to Sedarmayanti (2001) is all the circumstances relating to labor relations, good relations with superiors and co-workers' relationships, or relationships with subordinates.

Robbin and Judge (2008) defines commitment as a state where an individual sided with the company and the goals and desires to retain membership in the company. Gibson (1997) suggests that organizational commitment is to identify flavor, which revealed the involvement of workers' loyalty to the organization or organizational unit. The commitment shown in attitude of acceptance, strong conviction of the values and goals of the organization, and their strong urge to maintain membership in the organization in order to achieve organizational goals. Meyer and Allen (in Umam, 2012), formulated three dimensions, namely commitment 1.) Affective commitment, associated with emotional relationships, identification and involvement of members of the organization activities. Members of the organization with a high affective commitment will continue to be a member of the organization because the members did have desire for it (Allen & Mayer, 1997); 2.) Continuance commitment, related to the awareness of the organization so that it will incur a loss if left the organization. Members of the organization with high continuance commitment will continue to be a member of the organization because it has a need to be a member of the organization (Allen & Mayer, 1997) and 3) Normative commitment, describe the feeling of attachment to continue in the organization. Members of the organization with a high normative commitment will continue to be a member of the organization because he felt he should be in the organization (Allen & Mayer, 1997). The model framework used in this study using the theory Sukmawati (2014). The theoretical framework images in this study are as follows:

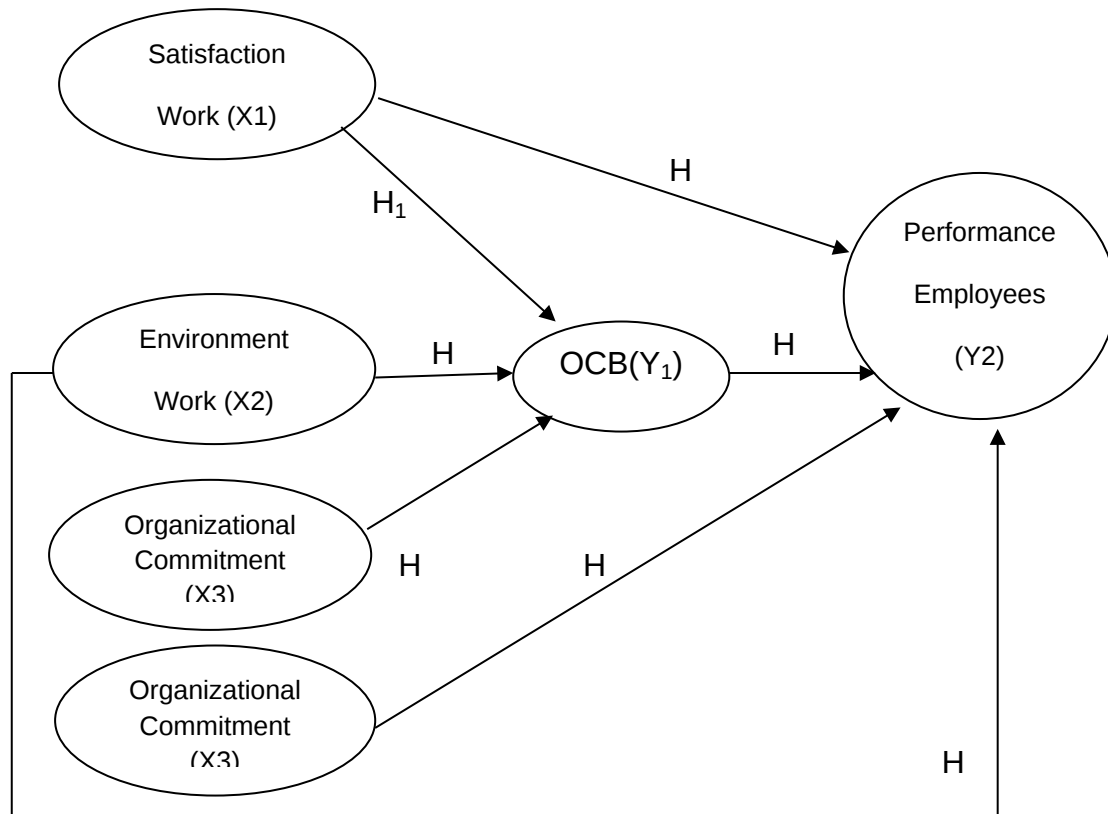


Figure 1. The Theoretical Framework of Research

Source: Sukmawati (2013)

Based on the framework of these ideas, formulated the following hypotheses: Internal factors that can shape the Organizational Citizenship Behavior (OCB), one of the most important is job satisfaction, the statement is quite logical that job satisfaction is the main determinant of employees Organizational Citizenship Behavior (OCB) (Robbins, 2006). This is consistent with the results of Nurhayati, Minarsih and Wulan (2016) which states that job satisfaction has positive and significant effect on Organizational Citizenship Behavior (OCB).

H₁: Job Satisfaction (X₁) has a positive effect on Organizational Citizenship Behavior (OCB)

(Y₁) of Terang Bangsa Christian middle and high school teachers.

Research conducted by Sukmawati (2013) concluded that a good working environment will encourage an increase in Organizational Citizenship Behavior (OCB) of employees that will create a working atmosphere to be better at work, meaning that a good working environment from the perspective of employees through the availability of labor, infrastructure work, peer support and the availability of health insurance as well as the development of vocational skills capable of forming Organizational Citizenship Behavior (OCB) of employees increased. Likewise, the research results of Nurhayati, Minarsih and Wulan (2016) which states that the working environment has a positive effect on Organizational Citizenship Behavior (OCB).

H₂: Work environment (X₂) has a positive effect on Organizational Citizenship Behavior (OCB)

(Y₁) of Terang Bangsa Christian middle and high school teachers.

Research conducted by Ristiana (2013) states that the commitment the organization has a positive and significant influence on Organizational Citizenship Behavior (OCB). The results are consistent with research by Sukmawati (2013) which states that the commitment to work has

positive and significant with the OCB. The relationship between the two is in the same direction which means that the higher the organization's commitment will increase OCB employee.

H₃: Organizational commitment (X_3) has a positive effect on Organizational Citizenship.

Behavior (OCB) (Y_1) of Terang Bangsa Christian middle and high school teachers.

Research of Rais, Adolfini and Dotulong (2016), entitled "Organizational Commitment, Job Satisfaction and Work Environment on Employee Performance in PT. PLN (Persero) Region Suluttenggo" concludes that there is a positive and significant impact on the performance of job satisfaction. These findings are consistent with the theory by forward Luthans (2006), which states that job satisfaction has a positive effect on employee performance, as well as dissatisfaction will negatively impact performance.

H₄: Job satisfaction (X_1) has a positive effect on employee performance (Y_2) of Terang.

Bangsa Christian middle and high school teachers.

Nitisemito (2006) says that the working environment is not just affect the enthusiasm and excitement in the implementation of tasks, but often the effect is quite large. So every company should see to it that the working environment with more conscientiously considered again so it is having a positive influence. Rais, Adolfini and Dotulong (2016) in a study of employees of PT. PLN (Persero) Region Suluttenggo, whereas the amount samples are 68 leads to the conclusion that the work environment has an influence on employee performance. In the other words, if the employee's performance will increase with the improvement of the working environment at PT. PLN (Persero) Region Suluttenggo.

H₅: Working Environment (X_2) has positive influence on employee performance (Y_2) of Terang

Bangsa Christian middle and high school teachers.

Luthans (2006) suggests that there is a positive relationship between organizational commitment with the desired results such as high performance, low level of staff turnover and lower dropout rates. Sukmawati research results (2016) states that organizational commitment has significant positive effect on employee performance. This means that the higher the organizational commitment of employees will increase performance.

H₆: Organizational Commitment (X_3) has a positive effect on employee performance (Y_2) of Terang Bangsa Christian middle and high school teachers.

The variables forming Organizational Citizenship Behavior (OCB) is related to the employee's performance. It is very important and necessary in order to support the achievement of organizational goals (Titisari, 2014). Results of the study by Sukmawati (2013) and Ristiana (2013) proved that Organizational Citizenship Behavior (OCB) has positive and significant impact on employee's performance. It is clear that the higher the Organizational Citizenship Behavior (OCB) the higher the performance of employees.

H₇: *Organizational Citizenship Behavior* (OCB) (Y_1) has positive effect on employee performance (Y_2) of Terang Bangsa Christian middle and high school teachers.

2. Research Method

This research is a causal comparative research type with the characteristics of the problem of the causal relationship between two or more variables (Indriantoro & Supomo, 2002). The population in this study was 103 teachers, consisting of 51 teachers and 52 junior of Terang Bangsa Christian middle and high school teachers, Semarang, Central Java. Samples were proposed in this study is the entire population that some 103 people.

The data in this study is qualitative and quantitative data obtained from a source of primary data and secondary data. Primary data was collected through a questionnaire submitted to the primary data used in the form of data on the answers of respondents of teacher. Secondary data is data and supporting information obtained from the publications and documentation and

study of literature related to the OCB, Performance, Job Satisfaction, Organizational Commitment and Working Environment.

This study uses analysis analysis Partial Least Square (PLS) version 3.0 which is an alternative to the methods of structural equation. (Ghozali, 2011). Model measurements were performed to assess the validity and reliability of models through convergent and discriminant validity for the latent constructs forming indicator, as well as through the composite reability and Cronbach alpha for the block indicator (Ghozali, 2014). Convergent validity of measurement models with reflective indicators can be seen from the correlation between the scores of items or indicators with the construct indicators. Individual indicators were considered reliable if has a value above 0.70. But in the research stage of development, scale loading 0.50 to 0.60 is still acceptable (Ghozali, 2014). Figure 5.1 shows the validity of the test results of the model with Convergent validity.

3. Result and Discussion

From the validity of the test results, it appears that all the indicators that make up the variable constructs are valid because the value of the loading factor greater than 0.05. Figure 1 shows that all the indicators that make up the variable constructs are valid because the value of the loading factor greater than 0.05.

Other test is to assess the validity of the construct by looking at variance extracted average value (AVE), a model is said to be good if the value AVE of each construct is greater than 0:50. Here is a table that contains the value AVE.

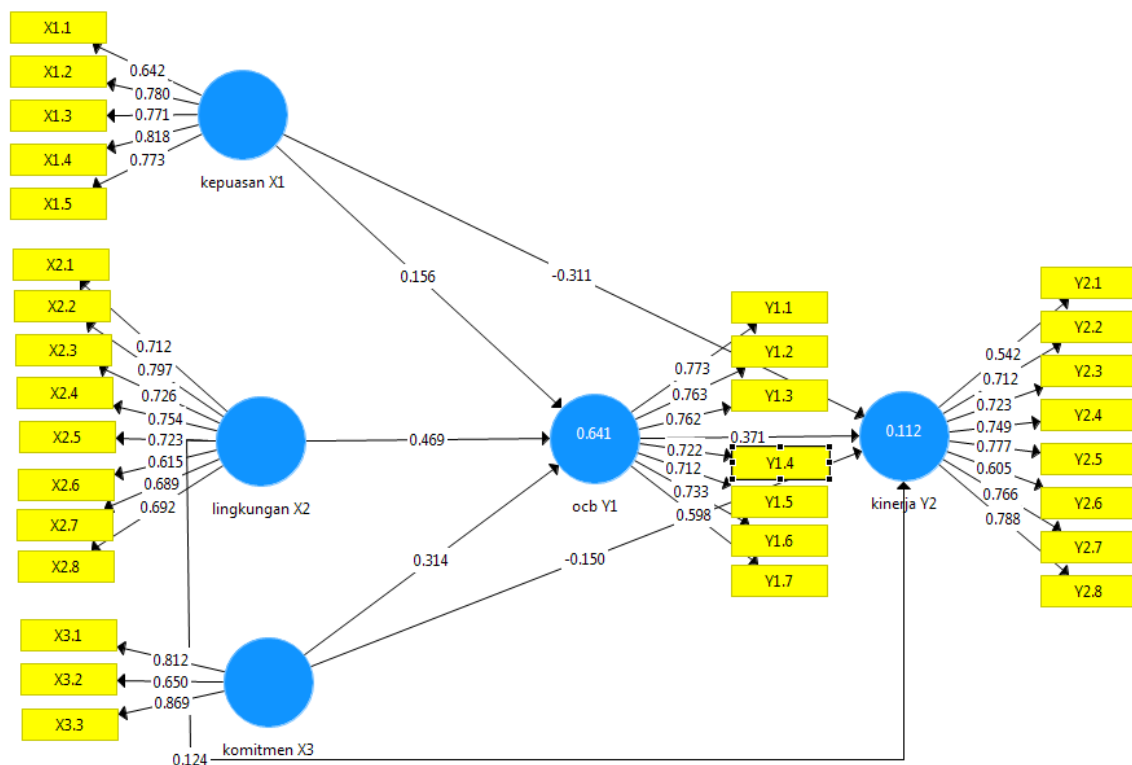


Figure 2. Convergent Validity Model Test Results Validity

Source: PLS outputs, 2016

From output AVE showed that all variables have a value greater than 0.5 and it can be concluded that all variables are valid. In addition to the construct validity test, reliability constructs test also conducted measured by two criteria: composite reliability and Cronbach alpha. Constructs declared reliable if the value of composite reliability and Cronbach alpha

above 0.70. But in the research stage of development, scale loading 0.50 to 0.60 is still acceptable (Ghozali, 2014).

Table 1. Average Variance Extraced (AVE)

Variable	AVE
Job satisfaction (X1)	0.576
Performance (Y2)	0.508
Organizational Commitment (X3)	0.612
Work Environment (X2)	0.512
OCB (Y1)	0.526

Source: PLS outputs, 2016

Results composite reliability output and Cronbach alpha on all variable constructs, shows the value of more than 0.50. So we can conclude that all constructs had good reliability.

Table 2. Output Reliability Model

Variable	Composite Reliability	Cronbachs Alpha
Job satisfaction (X1)	0.871	0.815
Performance (Y2)	0.891	0.873
Organizational Commitment (X3)	0.824	0.696
Work Environment (X2)	0.893	0.863
OCB (Y1)	0.885	0.849

Source: PLS outputs, 2016

Structural Model Testing (Inner Model). Inner testing models by looking at R-square value, as described in the following table:

Tabel 3. R Square

Variable	R Square
Performance (Y2)	0.112
OCB (Y1)	0.641

Source: PLS outputs, 2016

R-square OCB value (Y1) of 0.641 means that the construct of OCB can be explained by the construct of job satisfaction (X1), work environment (X2), and organizational commitment (X3) amounted to 64.1%, while the performance (Y2) which is the value of R-square 0.112 showed that the construct of performance can be explained by the construct of job satisfaction (X1), work environment (X2) and organizational commitment (X3) amounted to 11.2%.

Hypothesis testing is done by looking at the value of t-statistics and probability value (P value). On testing the hypothesis using the statistical values for the alpha 5% of the t-statistics was 1.96. Criteria for acceptance / rejection of the hypothesis is H_a accepted and H_0 rejected when the value of $t\text{-statistic} > 1.96$. While the rejection / acceptance of the hypothesis using a probability so H_a is received if the p-value of < 0.05 . The following table shows the results of PLS output for hypothesis testing.

Table 4. Results of the PLS Output for Testing Hypotheses

	Original Sample(O)	Sample Mean(M)	Standard Error (STERR)	T. Statistics (O/STERR)	P. Value
X1 -> Y2	-0.311	-0.328	0.130	2.394	0.017
X1 -> Y1	0.156	0.155	0.074	2.125	0.034
X3 -> Y2	-0.150	-0.158	0.128	1.175	0.241
X3 -> Y1	0.314	0.316	0.064	4.938	0.000
X2 -> Y2	0.124	0.142	0.196	0.634	0.526
X2 -> Y1	0.469	0.475	0.080	5.862	0.000
Y1 -> Y2	0.371	0.376	0.183	2.027	0.043

Source: PLS outputs, 2016

Job Satisfaction Hypothesis Testing Affect (X1) on Organizational Citizenship Behavior (OCB) (Y1).

The results showed that there was influence job satisfaction (X1) on Organizational Citizenship Behavior (OCB) (Y1) indicated by the value of t table is 1.96 with t count equal to 2,125 with significant value for 0034 is smaller than the value of alpha 0:05, so the hypothesis is accepted. This means that job satisfaction variables (X1) has significant positive effect on Organizational Citizenship Behavior (OCB) (Y1) of Terang Bangsa Christian middle and high school teachers Semarang. Thus the hypothesis that job satisfaction (X1) has a positive effect on Organizational Citizenship Behavior (OCB) (Y1) is acceptable. Robbins (2006) states that the primary determinant of Organizational Citizenship Behavior is job satisfaction. Employees who are satisfied will tend to help colleagues, speak positively about the organization and make their job performance beyond the normal forecast.

In this study, job satisfaction indicator that consists of supervision, salary and relationships with colleagues who either have contributed more to make teacher do Organizational Citizenship Behavior (OCB). This study is in accordance with the results of study by Sukmawati (2013), Ristiana (2013) Rais, Adolfina and Dotulong (2016) that job satisfaction has significant positive effect on Organizational Citizenship Behavior (OCB).

Working Environment Effect Hypothesis Testing (X2) on *Organizational Citizenship Behavior* (OCB) (Y1).

The results show that there is influence of the working environment (X2) on Organizational Citizenship Behavior (OCB) (Y1) indicated by the value of t table which is 1.96 with t count of 5862 with significant value for 0000 is smaller than the alpha value of 0.05, so the hypothesis is accepted. This means that the work environment variables (X2) has significant positive effect on Organizational Citizenship Behavior (OCB) (Y1) in Terang Bangsa Christian middle and high school teachers Semarang. Thus the hypothesis that the working environment (X2) has positive influence on Organizational Citizenship Behavior (OCB) (Y1) is acceptable. Sukmawati (2013) concluded that a good working environment is likely to encourage Organization Citizenship Behavior (OCB) of employees that will create a working atmosphere to be better at work, meaning that a good working environment from the perspective of employees through the availability of labor, infrastructure, employment, peer support and the availability of health insurance as well as the development of vocational skills capable of forming Organization Citizenship Behavior (OCB) of employees increased.

In this study, an indicator of the working environment in the form of good lighting, security, temperature comfortable that give more impact to the attitude in the creation of Organizational Citizenship Behavior (OCB) on the teacher. The results are consistent with research by Sukmawati (2013) and research by Nurhayati, Magdalena and Wulan (2016) which

states that the work environment has significant positive effect on Organizational Citizenship Behavior (OCB).

Influence of Organizational Commitment Hypothesis Testing (X3) against Organizational Citizenship Behavior (OCB) (Y1).

The results show that there is influence of organizational commitment (X3) on Organizational Citizenship Behavior (OCB) (Y1) indicated by the value of t table is 1.96 with t count equal to 4,938 with significant value for 0000 is smaller than the value of α 0:05, so the hypothesis is accepted. This means that organizational commitment variable (X3) has significant positive effect on Organizational Citizenship Behavior (OCB) (Y1) in Terang Bangsa Christian middle and high school teachers Semarang. Thus the hypothesis that organizational commitment (X3) has a positive effect on Organizational Citizenship Behavior (OCB) (Y1) is acceptable. Titisari (2014) states that one of the factors that make up the Organizational Citizenship Behavior (OCB) is a commitment to the organization. This is in accordance with the Organ *et al.*, 2006 (in Titisari, 2014) that says the commitment is included in the organization's internal factors in forming Organizational Citizenship Behavior (OCB).

In this study, factors of emotional attachment and loyalty to survive in an institution becomes the main factor driving OCB behavior. The results are consistent with research of Sukmawati (2013) and Ristiana study (2013) found a significant positive effect of organizational commitment on Organizational Citizenship Behavior (OCB).

Effect of Job Satisfaction Hypothesis Testing (X1) on Performance (Y2)

The results showed that there was influence job satisfaction (X1) on the performance (Y2) which is indicated by the value t table is 1.96 with t count equal to 2,394 with significant value for 0017 is smaller than the value of α 0:05, so the hypothesis is rejected. This means that job satisfaction variables (X1) has significant negative effect on performance (Y2) in Terang Bangsa Christian middle and high school teachers Semarang. Thus the hypothesis that job satisfaction variables (X1) has a positive effect on performance (Y2) is rejected. The study found that middle and high school teachers of Christian Light of Nations Semarang felt it was satisfied with a salary, supervision and coworkers mutual support and help which resulted in the performance of their decline. A decline due to the target job is not completed on time. The results are consistent with research by Triono (2015) which states that job satisfaction has significant negative effect on the performance of employees.

Working Environment Effect Hypothesis Testing (X2) on Performance (Y2).

The results showed that there was no influence of the working environment (X2) on the performance (Y2) which is indicated by the value t table of 1.96 with t count of 0634 with significant value for 0526 is larger than the value of α 0:05, so the hypothesis is rejected. This means that the work environment variables (X2) does not affect the performance (Y2) in Terang Bangsa Christian middle and high school teachers Semarang. Thus the hypothesis that the working environment (X2) has a positive effect on performance (Y2) is rejected. The study found that Terang Bangsa Christian middle and high school teachers Semarang feel uncomfortable with their workplace which is too noisy. It was influential with their performance. This is consistent with the results of research conducted by Sukmawati (2013) which states the working environment does not affect the performance.

Influence of Organizational Commitment Hypothesis Testing (X3) on Performance (Y2).

The results showed that there was no influence of organizational commitment (X3) on the performance (Y2) which is indicated by the value t table of 1.96 with t count equal to 1,175 with significant value for 0241 is larger than the value of α 0:05, so the hypothesis is rejected. This means that organizational commitment variable (X3) does not affect the performance (Y2) in the Terang Bangsa Christian middle and high school teachers Semarang. Thus the hypothesis that organizational commitment (X3) has a positive effect on performance (Y2) is rejected. In this study it was found that teachers feel will not incur a loss if out of the institution so that it

may cause performance to be low-impact in incomplete work targets and attendance is not at the specified time. The results are consistent with research by Murdiyani (2010) which states that organizational commitment does not affect the performance of the lecturer of the Faculty of Health, University of Muhammadiyah Surabaya.

Effects of Organizational Citizenship Behavior Hypothesis Testing (OCB) (Y1) To Performance (Y2).

The results showed that there was influence Organizational Citizenship Behavior (OCB) (Y1) on the performance (Y2) which is indicated by the value t table of 1.96 with t count equal to 2,057 with significant value for 0040 is smaller than the value of α 0:05, so the hypothesis is accepted. This means that the variable Organizational Citizenship Behavior (OCB) (Y1) has significant positive effect on performance (Y2) in Terang Bangsa Christian middle and high school teachers Semarang. Thus the hypothesis that Organizational Citizenship Behavior (OCB) (Y1) positive effect on performance (Y2) is acceptable. The variables forming Organizational Citizenship Behavior (OCB) is related to the employee's performance. It is very important and necessary in order to support the achievement of organizational goals (Titisari, 2014). In this study, the attitude of voluntarily help colleagues, the attitude of loyalty shown to survive in an institution without complaining and behaviors that do not want to break the rules though unattended greatly affect the performance of teachers. The results are consistent with research by Sukmawati (2013) and research by Ristiana (2013) that the Organizational Citizenship Behavior (OCB) has significant positive effect on performance.

4. Conclusion

Based on the analysis and discussion, we can conclude as follows:

1. Job satisfaction (X1) has significant positive effect on Organizational Citizenship Behavior (OCB) (Y1) Terang Bangsa Christian middle and high school teachers.
2. Work environment (X2) has significant positive effect on Organizational Citizenship Behavior (OCB) (Y1) Terang Bangsa Christian middle and high school teachers.
3. Organizational Commitment (X3) has significant positive effect on Organizational Citizenship Behavior (OCB) (Y1) Terang Bangsa Christian middle and high school teachers.
4. Job satisfaction (X1) has significant negative effect on performance (Y2) Terang Bangsa Christian middle and high school teachers.
5. Working environment (X2) does not affect the performance (Y2) of Terang Bangsa Christian middle and high school teachers.
6. Organizational Commitment (X3) had no effect on performance (Y2) Terang Bangsa Christian middle and high school teachers.
7. Organizational Citizenship Behavior (OCB) (Y1) has significant positive effect on performance (Y2) Terang Bangsa Christian middle and high school teachers.

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