

The Effect Of Organizational Commitment, Organizational Culture, And Organizational Citizenship Behavior (Ocb) On Employee Performance With Job Satisfaction As An Intervening Variable (Study at PT Pegadaian Area of Malang)

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Abstract

The purpose of this study was to examine the effect of organizational commitment, organizational culture, and organizational citizenship behavior (OCB) on employee performance through job satisfaction at PT Pegadaian Malang area employees. This type of research is descriptive and explanatory research, with a quantitative approach. For data processing using SEM-PLS. Questionnaire survey data were collected both online using Google Forms and offline through questionnaires. The sample in this study was 163 employees of PT Pegadaian Malang. The findings show that organizational commitment, OCB, and organizational culture can explain job satisfaction and employee performance. Organizational commitment, organizational culture, and OCB have a positive and significant effect on job satisfaction, organizational commitment, organizational culture, and OCB, job satisfaction has a positive and significant effect on employee performance, and job satisfaction has a positive and significant effect mediating organizational commitment, organizational culture and OCB on performance employee. These results indicate that job satisfaction plays an important role in mediating organizational commitment, OCB, organizational culture, and employee performance at PT Pegadaian Malang area. The findings of this study should be able to attract decision-makers at PT Pegadaian, especially in the Malang area, to pay more attention to maintaining and increasing organizational commitment, OCB, and organizational culture that has employee job satisfaction. The results of this study are also expected to



contribute to the development of the science of human resource management and organizational behavior.

Keywords: Organizational Commitment, Organizational Culture and Organizational Citizenship Behavior (OCB), Job Satisfaction, Employee Performance

INTRODUCTION

Employee performance is one of the assets for an organization to achieve its goals because performance is a factor that influences the level of success of an organization or company (Raharmeni & Arwani, 2021). Because it is a factor that influences the success of a company or organization, employee performance deserves attention from organizational leaders. Troubles concerning worker overall performance are troubles with a purpose to constantly be faced through employer management, consequently control wishes to know the factors that have an effect on employee overall performance. factors that may affect the performance of these personnel will make the employer's management capacity to take various essential regulations, to enhance the performance of its employees to fit the enterprise's expectations. In this case, based totally on studies (Pujiwati & Muhdiyanto, 2020) and (Laras et al., 2021), organizational commitment, OCB and organizational culture, which are based on high job satisfaction can improve the performance of employees themselves.

Organizational commitment is an emotional bond between personnel and the company that arises due to believe, the need to achieve a purpose, and the desire to maintain membership as part of the enterprise and this is what makes employees stay in an business enterprise each in exceptional and sad situations (Seran et al. ., 2021). The more employees are committed to their company, the better their performance will be (Fitri et al., 2021). The results of the study (Hutriany & Suarman, 2019) show that the organizational commitment variable has a significant effect on employee performance. However, research from (Fitri et al., 2021) states that organizational commitment has no significant effect on performance.

The second aspect that impacts employee overall performance is organizational lifestyle. An agency feels the need to keep in mind a robust organizational tradition in line with some of the relevant limitations. As lengthy because it has a strong organizational culture, has a very good effect, and may be applied well through participants of the organization, it can facilitate organizational activities. The results of research (Syahrul et al., 2017), and (Fakhriansyah1 et al., 2021) show that organizational subculture variables

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have a big effect on employee performance. However, research (Mustikaningsih & Handayani, 2014) states that organizational culture has no considerable impact on performance.

The third factor that affects performance is OCB. OCB is a unique form of organizational conduct that is important for the boom and fulfillment of every organization. (Purwana et al., 2020). There has been quite a lot of research on the OCB variable itself in Indonesia because companies need this variable so that companies can develop more (Sya'bania & Churiyah, 2022). The results of this take a look at also are supported by means of (Indarti et al., 2017) and (Ricky Lukito, 2020) which state that OCB has a good sized impact on overall performance. In contrast, research (Ekowati et al., 2013) shows that OCB variables don't have any massive effect on worker overall performance.

The following issue is process satisfaction. employees who've excessive levels of job pride will tend to be extra dedicated and make a contribution and feature excessive dedication to the business enterprise and in the long run have the need to work tougher and be greater productive. Conversely, personnel with low tiers of job delight generally tend to turn over, in addition to reduced field and paintings productiveness (Robbins & Judge, 2013). Previous research also explained that there were differences in research effects, which discovered that activity pride has a great effect on worker overall performance (Hutriany & Suarman, 2019); (Raharmeni & Arwani, 2021). However, research (Arianto, 2017) gives the end result that process delight has an insignificant impact on employee overall performance.

PT Pegadaian Malang area is a business entity in Indonesia that has a license to carry out economic institution activities in the form of financing within the form of channeling finances to the general public based on pawn law as referred to in the Civil Code Article 1150 which describes pawning. PT Pegadaian (Persero) Malang Branch itself often experiences changes in its status of existence starting from the statement formulated in Law No. 19 of 1960 which changed the status of pawnshop to a State Enterprise (PN) until in 2021 PT Pegadaian (Persero) officially changes its name become PT Pegadaian.

PT Pegadaian Malang area competes with other similar companies such as FIF, OTO, and ADIRA finance. Therefore, the PT Pegadaian Malang area is expected to have as many quality human resources or staff and non-human resources as possible. The problem that arises related to performance is the decline in employee performance in 2017-2021. The data is presented in Figure 1 as follows:



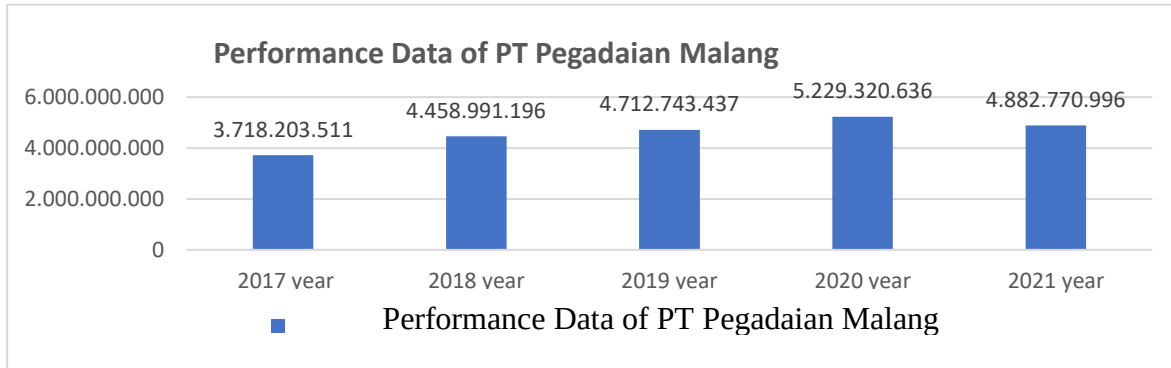


Figure 1: Performance Data of 2017-2021

Based on the data in Figure 1 every year the productivity of employee performance has increased steadily so that in 2021 there will be a decrease in performance of - 346,549,639.3 compared to 2020. Therefore, based on the data, it can be said that there is a decrease in performance at the PT Pegadaian Malang area. Then in consumer ratings on Google, very few UC and UPC Pawnshops in the Malang area get a rating of 4-5. Based on the description above regarding the condition of PT Pegadaian Malang area, the researchers conducted a study entitled "The Influence of Organizational Commitment, Organizational Culture and Organizational Citizenship Behavior (OCB) on Employee Performance with Job Satisfaction as an Intervening Variable at PT Pegadaian Malang area".

LITERATURE REVIEW

Organizational Commitment

Organizational commitment is a circumstance of personnel who aspect with a selected organisation and its goals, as well as the intention to maintain membership in the company (Purnomo et al., 2020). Indicators of organizational commitment variables are: Normative commitment, Continuance commitment, and Affective commitment (Sudrajat & Hartono, 2022), (Fajrin et al., 2018), (Halim & Rahayu, 2016).

Organizational Culture

According to (Kharisma et al., 2019) organizational culture is a strategy to be able to motivate employees to achieve maximum performance because a good organizational



culture will provide conditions and situations that are suitable for employees at work if the culture is seen as suitable and capable. support employees in their self-development and sustain their well-being. The organizational culture indicators are involvement, consistency, adaptability, and mission (Wahyuningsih et al., 2019).

OCB

OCB is defined as paintings related to conduct that isn't binding, no longer related to the formal reward machine of the business enterprise, and normal will increase the effectiveness of organizational features (Robson et al., 2015). altruism, conscience, politeness, civic awareness, and sportsmanship (Susita et al., 2020), , (Zayas-Ortiz et al., 2015), (Iqbal et al., 2018).

Job Satisfaction

According to (Robbins & Judge, 2013) job satisfaction is " a preferred mindset towards one's paintings that suggests the difference among the amount of rewards people acquire and the quantity they consider they have to get hold of ". Indicators of job satisfaction, namely compensation, working conditions, relationships with colleagues, and relationships with superiors: (Gupta et al., 2018)

Employee Performance

Performance is the result of the achievement of a person or a group in completing assigned tasks and responsibilities (Arisanti et al., 2019). Employee performance in fashionable is a manifestation of labor accomplished through employees which is commonly used as a basis or reference for evaluating employees in an organization (Hapsari & Widiartanto, 2018). Employee performance indicators are: quantity and quality, utilization, and cooperation (Fajrin et al., 2018a), (Wijayati et al., 2022).

METHODS

This type of research is descriptive and explanatory research, with a quantitative approach. The survey was carried out by taking the population and sample, using a questionnaire conducted via Google Form 70% and 30% direct distribution of questionnaires as a data collection tool. The population in this study were employees of PT Pegadaian Malang area. The population was processed using a sample size calculator so that 163 samples were found. The research device was examined for validity



and reliability. The information analysis technique on this study used descriptive analysis using the SEM-PLS program with the following research design:

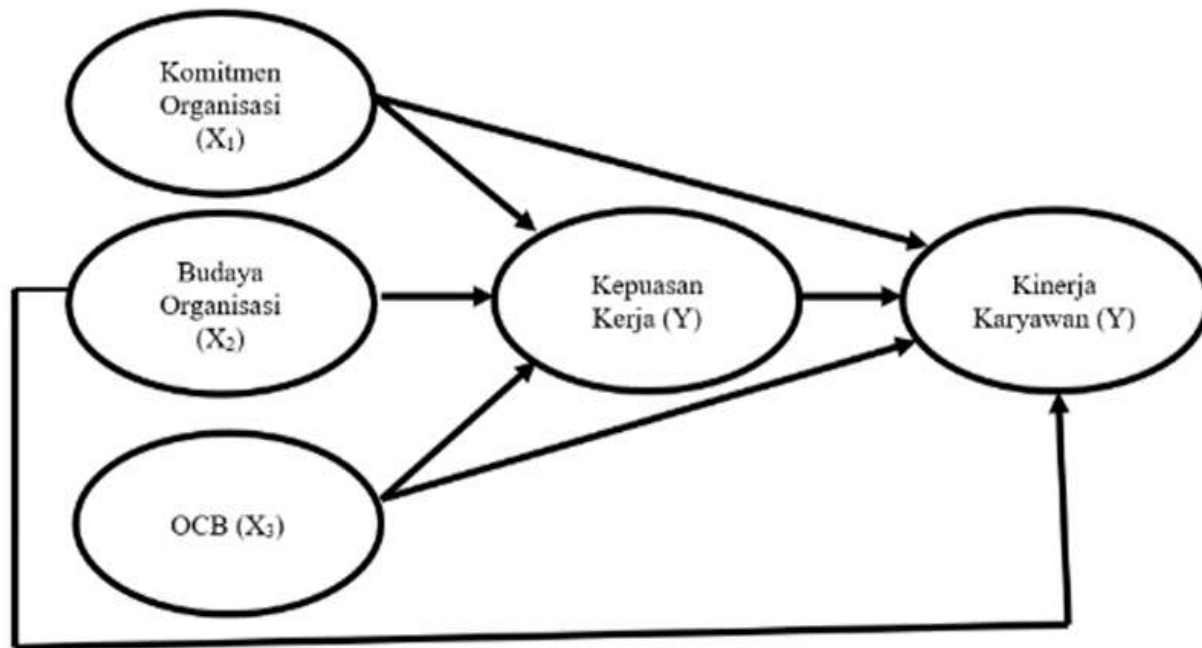


Figure 2: Thinking Framework

RESULT AND DISCUSSION

Descriptive Analysis

1) Employee overall performance at PT Pegadaian Malang region is in the very excessive category. it is able to be concluded that the higher the quality and quantity of employee work, the higher the employee performance, the higher the employee performance. Then employee performance is also influenced by the consistency of employee work, the more consistent employees are in carrying out their obligations will enhance their performance. Furthermore, employee performance is influenced by work attitude. Work attitude among employees is very important because when good cooperation is created between employees, employee performance will automatically increase.

2) Organizational commitment to PT Pegadaian Malang area is inside the high class. it is able to be concluded that the organizational commitment of personnel of PT Pegadaian Malang area is already high but needs to be increased again, because the higher the employee's commitment to the company can improve its performance.

3) Organizational culture at PT Pegadaian Malang area is in the high class. it may be concluded that the organizational culture that has been built is good, but there needs to be improvement, especially in coordination. A stronger work culture will improve employee performance.

4) OCB at PT Pegadaian Malang area is in the excessive class. it can be concluded that the OCB that is developed between employees is good, but there needs to be an improvement because there are still employees who feel burdened when they have to replace the work of a coworker who is sick.

5) Job satisfaction at PT Pegadaian Malang area is in the high category. It can be concluded that satisfaction in a job is influenced by various aspects such as a supportive salary, good colleagues and superiors, a balanced workload, and adequate office facilities, therefore companies need to improve this because when employee job satisfaction is higher it can improve employee performance.

Outer Model

Analysis of the size version (outer model) is done to show that the size used is possible to be used as a measurement

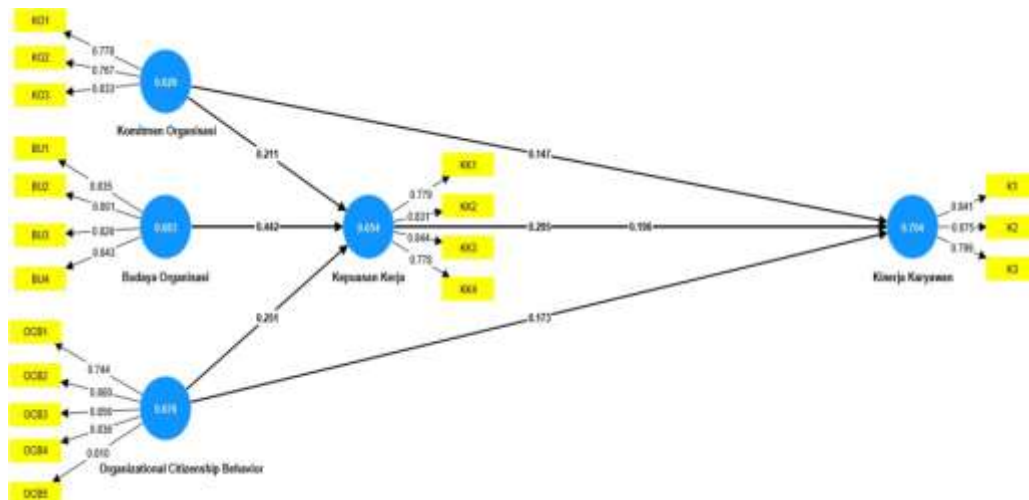


Figure 3: Structural Models

Table 1. Outer Model Analysis

Variable	Indicator	<i>Outer Loading</i>	<i>Outer Vif</i>	P-Value	Cross Loading	Composite reliability	Cronbach's alpha
Employee Performance	K1	0,841	1,881	0,000	0,841	0,877	0,789
	K2	0,875	1,943	0,000	0,875		
	K3	0,799	1,437	0,000	0,799		
Organizational Commitment	KO1	0,778	1,387	0,000	0,778	0,835	0,705
	KO2	0,767	1,329	0,000	0,767		
	KO3	0,833	1,428	0,000	0,833		
Organizational Culture	BU1	0,835	1,859	0,000	0,835	0,896	0,846
	BU2	0,801	1,850	0,000	0,801		
	BU3	0,826	1,946	0,000	0,826		
	BU4	0,843	2,101	0,000	0,843		
OCB	OCB1	0,744	1,617	0,000	0,744	0,912	0,879
	OCB2	0,860	2,515	0,000	0,860		
	OCB3	0,856	2,470	0,000	0,856		
	OCB4	0,836	2,269	0,000	0,836		
	OCB5	0,810	1,985	0,000	0,810		
Job Satisfaction	KK1	0,779	1,594	0,000	0,651	0,883	0,824
	KK2	0,831	2,186	0,000	0,421		
	KK3	0,844	1,967	0,000	0,516		
	KK4	0,778	1,891	0,000	0,412		

Overall the variables of organizational commitment, organizational culture, OCB, job satisfaction, and employee performance have a loading factor value of > 0.7 and each indicator is declared valid. The overall significance value is indicated by a p-value < 0.05 which proves that the research instrument is significant. Next is the formative measurement model (outer VIF) where the estimation results for the entire instrument show an outer VIF value < 5 which proves that there is no multicollinearity between measurement items. The Average Variant Extracted (AVE) value states that all constructs show an AVE value greater than 0.50 or 50%. So that the indicator measurement items are said to be discriminantly valid. Composite reliability testing is declared reliable because composite reliability is > 0.70 . Meanwhile, the value of Cronbach's alpha is $>$



0.60, so the questionnaire is declared to produce stable measurement results (Ghozali & Latan, 2015)

Determinant Coefficient (R Square) And (Q2)

The R Square and Q²predict values in this study are to determine the predictive power of the structural model of each endogenous latent variable:

Table 2. Determinant Coefficient (R Square) and (Q2)		
Variable	R-square	Q ² predict
Employee performance	0,481	0.436
Job satisfaction	0,608	0.584

The results of R-squares show that the variables of worker overall performance can be explained through the variables of organizational dedication, OCB, organizational subculture, and job pleasure of 48.1%. Meanwhile, the remaining 51.9% is explained by other variables not discussed in this study. Furthermore, the R Square value of the job satisfaction variable is 0.608 or 60.8%. This indicates that the variables of task delight may be defined via the variables of organizational dedication, OCB, and organizational culture. at the same time as the remaining 39.2% is explained by way of variables not discussed on this have a look at.

The results of the Q Square Predict value > 0 indicate that employee performance variables with a value of 0, 0.428, and job satisfaction with a value of 0.588 have predictive relevance. The Q Square Predict value on employee performance is 0.436 which states that the level of predictive accuracy is moderate/moderate. While the Q Square Predict value on the job satisfaction variable is 0.584 which states that the level of predictive accuracy is high.

Goodness of Fit Index (GoF Index)

The goodness of healthy index in this have a look at describes the general suitability of the version for the outer model and the inner model;



Tabel 3. (GoF Index)

Rerata AVE	Rerata R-square	GOF Index	Explanation
0,669	0,545	0,604	Height/fit

Primarily based on the table above, the results of calculating the GoF value produce a GoF value of 0.604 which is included in the high GoF category because it is > 0.36. This means that empirical data can explain measurement models and structural models with a high level of fit.

Table 4. Recapitulation of Hypothesis Testing Results			
Hipotesis	Path Coefficient	P-value	Explanatin
Organizational Commitment -> Job Satisfaction	0.211	0.001	Accepted
Organizational Culture -> Job Satisfaction	0.442	0.000	Accepted
OCB -> Job Satisfaction	0.251	0.000	Accepted
Organizational Commitment -> Employee Performance	0.147	0.045	Accepted
Organizational Culture -> Employee Performance	0.295	0.002	Accepted
OCB -> Employee Performance	0.173	0.032	Accepted
Job Satisfaction -> Employee Performance	0.196	0.018	Accepted
Organizational Commitment -> Job Satisfaction -> Employee Performance	0.041	0.045	Accepted
Organizational Culture -> Job Satisfaction -> Employee Performance	0.087	0.042	Accepted
OCB -> Job Satisfaction -> Employee Performance	0.049	0.046	Accepted

H1. The Effect of Organizational Commitment on Job Satisfaction

The effects of the analysis display that organizational commitment has a high-quality and giant effect at the task pride of PT Pegadaian Malang area employees proven to be true so hypothesis-1 is accepted. This means that the higher the employee's commitment to the organization, the job satisfaction of its employees will increase. Organizational commitment has an important role in increasing job satisfaction. For work expectations to be met, organizational commitment must be implemented properly which will lead to job satisfaction in the organization. The results of this study are supported by research from (Paramita et al., 2020); (Winarja et al., 2018); and (Pujiwati & Muhdiyanto, 2020) states that organizational commitment has a wonderful and giant impact on process



pride. Personnel who have a high dedication to the corporation will offer maximum attempt to attain organizational goals, are willing to sacrifice for the advantage of the corporation, and feature a strong choice to stay within the corporation.

H2. The Effect of Organizational Culture on Job Satisfaction

The results of the analysis display that organizational tradition has a effective and massive impact at the task pride of PT Pegadaian Malang area employees proven to be true so hypothesis-2 is accepted. this means that the higher the organizational way of life, the activity pleasure of its employees will boom. this is in step with research (Fathoni et al., 2021); (Laras et al., 2021); and (Pawirosumarto et al., 2017), (Sopiah et al., 2021) stated that there is a positive and significant influence of culture on job satisfaction. Organizational culture is a set of values that control interactions between members within an organization and also with various groups outside the organization. This means that the interplay between contributors of the organization each outside and inside is the end result of a mutual settlement and controls the motion of the enterprise. Conformity among organizational way of life and organizational individuals who aid it will cause job delight. Organizational lifestyle impacts task pride, because of this that a great organizational tradition, will foster job satisfaction amongst employees.

H3. The Effect of OCB on Job Satisfaction

The consequences of the analysis show that OCB has a advantageous and sizeable effect at the job delight of PT Pegadaian Malang area employees which is proven true so that hypothesis-3 is accepted. Based on the results of the analysis that has been done, it can be concluded that the higher the OCB, the higher the job satisfaction of its employees. The results of this study are in line with previous research that has been researched by (Dewi, 2019); (Ricky Lukito, 2020); (Firdaus & Mandala Jember, 2021); (Lestari et al., 2018) and (Laras et al., 2021) which country that there is a large and wonderful affect between OCB on activity satisfaction. numerous preceding research indicated that OCB is an critical variable in task satisfaction. glad employees are more likely to speak positively about the organisation, assist co-people, and make their job performance move past ordinary estimates, more than that happy personnel can be greater obedient to the call of responsibility due to the fact they want to copy their nice experiences. The achievement of an company happens while its members do no longer handiest do their most important tasks, but additionally want to do greater duties, which includes the willingness to cooperate, help every other, provide input, play an energetic

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function, provide extra offerings, and want to apply their running time efficiently (Robbins & Judge, 2013).

H4. The Effect of Organizational Commitment on Employee Performance

The results of the evaluation display that organizational dedication has a fantastic and sizeable effect on employee overall performance at PT Pegadaian Malang and is validated to be true so speculation-4 is general. primarily based at the consequences of the analysis that has been achieved, it may be concluded that the better the organizational dedication, the higher the overall performance of its personnel. that is in step with studies consequences (Hutriany & Suarman, 2019); (Hapsari & Widiartanto, 2018); (Otto, 2018); (Eliyana et al., 2019); (Fitrio et al., 2020) and (Kharisma et al., 2019) which show the variable organizational dedication has a wonderful and vast impact on employee overall performance. dedication affects the progress of human life, the conclusion of the vision or dreams of a business enterprise depends on human sources on their capability to control and make use of human sources more efficaciously, efficiently, and productively in an agency.

H5. The Influence of Organizational Culture on Employee Performance

The effects of the analysis in chapter IV display that organizational subculture has a high-quality and large impact on employee performance at PT Pegadaian Malang vicinity established proper so that speculation-five is commonplace. based totally at the consequences of the evaluation that has been executed, it could be concluded that the better the organizational culture, the higher the overall performance of its employees. this is following the outcomes of research (Sopiah et al., 2021), (Sudrajat & Hartono, 2022); (Fathoni et al., 2021); (Mauludin, 2018); states that organizational culture has a fine and vast effect on performance. businesses which have an organizational way of life in enforcing the values of the adopted organizational tradition will affect worker overall performance. An amazing organizational culture is immediately associated with the overall performance of an organisation in order to also growth.

H6. The Effect of OCB on Employee Performance

The outcomes of the evaluation display that OCB has a high-quality and giant impact on employee performance at PT Pegadaian Malang area validated authentic so hypothesis-6 is familiar. primarily based at the consequences of the analysis that has been done, it could be concluded that the higher the OCB, the employee's performance

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will increase. The outcomes of this observe are in keeping with research conducted by way of (Paais & Pattiruhu, 2020); (Dwi Yasa, 2022); (Suzana, 2017); (Pangastuti & Desi Kristanti, 2021) and (Lestari et al., 2018) whose research results show that OCB has a high quality effect on worker performance. The outcomes of this examine prove that having a excessive OCB will improve employee performance, therefore the company's goals will be realized properly. OCB is an act of behavior of an employee that is carried out voluntarily and is not included in his job description, even OCB is not directly related to compensation or a formal reward system because someone who does OCB sincerely or voluntarily, but OCB has benefits and can improve the performance of a company. To get high performance, companies must improve the OCB behavior of employees in the company. So PT Pegadaian Malang area should support its employees who have high OCB.

H7. The Effect of Job Satisfaction on Employee Performance

The outcomes of the evaluation display that process pleasure has a fine and extensive impact on employee overall performance at PT Pegadaian Malang and is proven to be true so the 7th speculation is normal. primarily based at the outcomes of the analysis that has been accomplished, it could be concluded that the better the task pleasure, the extra employee overall performance will growth. that is following research on the impact of task delight on employee overall performance which has been accomplished by using (Eliyana et al., 2019); (Seran et al., 2021); (Nurnaningsih & Wahyono, 2017); (Putra et al., 2021) and (Hidayah & Harnoto, 2018) whose research effects display that task pleasure has a superb and considerable impact on employee overall performance. task delight is a pleasant or unsightly emotion approximately how employees view their work, if people are glad then they may work better and make contributions to reaching company dreams. job satisfaction allegedly can have an effect on employee performance. there may be a reciprocal dating among overall performance and job satisfaction, on the only hand, it is said that task delight reasons an increase in overall performance in order that satisfied employees may even show right overall performance.

H8. Organizational Commitment Influences Employee Performance Through Job Satisfaction

The effects of the analysis display that organizational commitment has a effective and vast impact on worker performance thru activity pleasure at PT Pegadaian Malang

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area proven true so hypothesis-8 is accepted. So it could be said that process satisfaction can be a variable that mediates among organizational dedication to worker performance. The outcomes of this have a look at are consistent with studies on organizational commitment through process pleasure and employee performance via (Pujiwati & Muhdiyanto, 2020); (Winarja et al., 2018); (Sudrajat & Hartono, 2022); and (Wayan et al., 2021) which states that organizational commitment has a fantastic and big effect on worker overall performance through process satisfaction. This shows that the higher the process satisfaction felt by personnel, the better the organizational commitment, and the better the worker's overall performance. Organizational commitment, job satisfaction, and performance are inseparable from an organization because an organization needs things that can motivate employees to work properly and correctly so that the goals of the organization can be achieved and get good results. The company needs to improve good management by always providing satisfaction to employees by providing comfort at work, and providing motivation as good feedback to employees so that employees feel happy working and feel they have a job as an effort to improve performance. So if employees are glad with their paintings, they have a excessive dedication to the employer, and the employee's overall performance will boom.

H.9 Organizational Culture Influences Employee Performance Through Job Satisfaction

The results of the analysis in Chapter IV show that organizational culture has a positive and significant effect on employee performance through job satisfaction at PT Pegadaian Malang are proven to be true so hypothesis-9 is accepted. So it could be stated that task delight may be a variable that mediates between organizational lifestyle and employee overall performance. The results of this have a look at are in keeping with studies performed via (Fathoni et al., 2021); (Laras et al., 2021); (Sudrajat & Hartono, 2022), and (Syahrul et al., 2017) which kingdom that organizational subculture has a high quality and enormous effect on overall performance through job delight. Organizational culture is a guideline for the company's employees in behavior that guides them in interacting with co-workers, and guides decision-making. The attitudes and values that have crystallized inside the enterprise will guide employees to suppose, act and behave in keeping with the attitudes and values they consider in. In other words, culture will affect the extent to which organizational members achieve organizational goals by increasing employee performance. Apart from organizational culture through job satisfaction it is also able to increase employee performance. Conformity between organizational culture and



organizational contributors who assist it'll result in process pleasure, therefore encouraging personnel to enhance overall performance for the better.

H.10 OCB Influences Employee Performance Through Job Satisfaction

The results of the analysis in chapter IV display that OCB has a fantastic and significant effect on employee overall performance through job satisfaction at PT Pegadaian Malang area proven true so that the 10th hypothesis is accepted. So it can be said that job satisfaction can be a variable that mediates between OCB and employee performance. The results of this study are in line with research conducted by (Pujiwati & Muhdiyanto, 2020); (Laras et al., 2021); (Dewi, 2019), and (Firdaus & Mandala Jember, 2021) which state that OCB has a positive and significant effect on performance through job satisfaction, so the more the application of OCB increases, the employees will get satisfaction at work so that employee performance will also increase. Job satisfaction can act as a determinant of employee performance levels: high or low. The existence of this level of job satisfaction is at least able to maximize employee performance so that it is easy to obtain goals and good work results. Employees who are satisfied with their work tend to be productive compared to employees who are not satisfied. This is evidenced by the existence of OCB behavior from employees where with a good level of job satisfaction from employees, how much workload they face, especially OCB behavior that seems to increase, even this greatly affects the improvement in the performance of the employees themselves.

CONCLUSION

Based at the results of descriptive statistical analysis, it could be visible that the description of the country of the variable organizational commitment, organizational culture, OCB, job satisfaction, and employee performance performance at PT Pegadaian Malang area is classified as good. The majority of the respondent profiles obtained in this study were men with a total of 100, the majority were 39 years old in the 26-30 year age range, the majority of education was S1 with a total of 96 people, the majority of salary characteristics were above 6,500,000. The purpose of knowing the respondent's profile is as a basis for company mapping. Based on the results of the study showing organizational commitment, organizational culture, and organizational OCB have a positive and significant effect on job satisfaction, H1, H2, and H3 are accepted. Organizational commitment, organizational culture and OCB, and job satisfaction have a positive and significant effect on employee performance, H4, H5, H6, and H7 are

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accepted. While job satisfaction has a positive and significant effect on mediating organizational commitment, organizational culture, and OCB on employee performance, H8, H9, and H10 as mediating variables are accepted. So this study proves that the performance of PT Pegadaian Malang area employees is influenced by organizational commitment, OCB, organizational culture, and employee job satisfaction.

The findings of this study should be able to attract decision-makers at PT Pegadaian, especially in the Malang area, to pay more attention to maintaining and increasing organizational commitment, OCB, and organizational culture that have employee job satisfaction so that employee performance increases. Suggestions for PT Pegadaian Malang area need to maintain or even improve the quality of providing employee welfare that has been done before so that employees will be more motivated to work even better and their performance will increase. The employees of the PT Pegadaian Malang area are expected to be able to maintain optimal performance to make a good and optimal contribution to the development of the PT Pegadaian Malang area. For further research, the consequences of this have a look at can be used as reference fabric to expand and keep in mind different factors that may have an effect on employee overall performance variables such as workload, motivation, profits, education, job schooling, and so on the usage of AMOS or Lisrel software program. The results of this observe also are predicted to make contributions to the improvement of the science of human resource control and organizational behavior.

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