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## ASSESSING EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN CLASS II PENITENTIARY, JEMBER REGION

### *MENILAI KINERJA PEGAWAI MELALUI ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) PADA LEMBAGA PEMASYARAKATAN KELAS II WILAYAH JEMBER*

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#### ABSTRAK

This study aims to analyze the effect of workload, career development, and employee commitment on employee performance through Organizational Citizenship Behavior (OCB) as an intervening variable for Class II Penitentiary Employees in the Jember Region. The sample used in this study was 156 employees of the Class II Penitentiary in the Jember Region. The analysis technique used is the Structural Equation Model (SEM) using WarpPLS 6.0. The results of this study indicate that (1) workload, career development, and employee commitment have a significant effect on Organizational Citizenship Behavior, (2) workload, career development, and employee commitment have a significant effect on employee performance, and (3) workload, career development, and Employee commitment has a significant effect on employee performance through Organizational Citizenship Behavior as an intervening variable.

Keywords: workload, career development, employee commitment, organizational citizenship behavior, employee performance

#### INTRODUCTION

Human resource development is an important factor to create the physical and psychological potential that can function optimally to achieve organizational, company, and institutional goals (Nawawi, 2011). The proper utilization of human resources involves an understanding of individual needs so that the potential of human resources can be explored and fully utilized. Effective human resource management requires managers to find the best way to employ their employees in achieving company goals. The most important thing about human resource management is the management and utilization of human resources in full and continuously. A company, institution, or organization requires its employees to be able to work well and professionally. Employees who are able to work well will have a high work commitment. Research by Bodroastuti, T., & Ruliaji, A. (2016) concludes that the organizational commitment variable does not have a positive effect on employee performance. Career development aims to match individual goals with the availability of career opportunities within the company for now and in the future.

With the belief and perception of individuals in the organization toward the fulfillment of psychological contracts and agreements, it will lead to the existence of Organizational Citizenship Behavior (OCB). This behavior is caused by a sense of belonging from individuals

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who are bound as members or employees in a company or institution who feel satisfied when doing something that exceeds the goal (Saleem and Amin, 2013). According to Singh and Singh (2010), OCB is a functional, extra-role, prosocial behavior that directs individuals, groups, or organizations to produce a good performance. Performance is the result of achievement in completing the assigned tasks and responsibilities. So we need the ability and self-motivation to produce a good performance. Kasmir (2015) defines performance as the motivation for the characteristics and assessment of the results of one's work carried out by the company's management. Organizational performance achievements are not always as planned, this is because there are some performances that have not reached the realized targets. Organizational performance results can be seen by comparing the level of performance achieved with standards, plans, or targets using predetermined performance indicators. Performance in an organization experiences dynamic increases and decreases, depending on the conditions that exist within a person. The better the performance of human resources will further support the achievement of organizational goals. Optimal employee performance is the desire of the organization to achieve company success. Based on the explanation of expert opinion regarding the factors that affect performance, this study still found inconsistencies in the results, including the results of research by Sari, A., Djaelani, A. K., & Farida, E. (2021). Based on the explanation of expert opinion regarding the factors that affect performance, this study still found inconsistencies in the results, including the results of research by Sari, A., Djaelani, A. K., & Farida, E. (2021).

In addition, Chandra's research (2017) concludes that the workload variable has no significant effect on employee performance. The workload is a reaction that arises due to the limited ability of employees with the demands of the tasks given and must be completed within a predetermined period of time. On the other hand, the workload is a consequence of the responsibilities carried out, both physically and mentally by an employee of the employer. The workload can be classified as quantity, namely the amount of work to be done, or quality, namely the level of difficulty of the work (Kuswana, 2015). The workload experienced by employees usually arises due to the demands of the tasks given that are not in accordance with the abilities possessed by the employee. The performance will be satisfactory if the workload allocated to each position holder is in accordance with standards, neither too high nor too low. A workload that is too heavy or light will impact work inefficiency. Workloads that are too light can make individual employees bored with their tasks that are considered too light, and not challenging this situation will make individuals feel that their competence or expertise is not taken into account by superiors.

Departing from the differences in the results of these studies, the researchers tried to raise issues related to measuring the performance of employees at the Correctional Institution in the Regional Coordinator of Jember, which is one of the correctional institutions under the Ministry of Law and Human Rights located in various areas of the residency including Bondowoso, Jember, and Banyuwangi. The Penitentiary is a place to provide guidance to prisoners and correctional students in Indonesia. The task of the Correctional Institution is that the Correctional Institution has the task of carrying out the correction of prisoners/students. And the function of the Correctional Institution is to carry out the tasks referred to above, the Correctional Institution carries out the functions of Conducting training for prisoners/students; Providing guidance, preparing facilities and managing work results; Conduct social/spiritual guidance for prisoners/students; Carry out maintenance of security and order of Correctional Institutions; Doing business and household affairs. In the Decree of the Minister of Justice and Human Rights of the Republic of Indonesia No: M. 01- PR-07-10 of 2001 concerning the Organization and Work Procedure of the Ministry of Justice and Human Rights of the Republic of Indonesia, it is explained that the Head of Correctional Institutions (Kalapas) has the task of coordinating security administration activities and rules and administrative management covering personnel, financial, and household matters in accordance with applicable regulations in order to achieve the goal of convicting prisoners, students, or residents of prisons. The main functions of correctional officers as functional law enforcement officers are in accordance with

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the mandate of Law No. 12 of 1995 concerning Correctional Article 8 which carries out duties in the field of coaching, securing, and guiding prisoners. Functional officials are appointed and dismissed by the Minister in accordance with the applicable laws and regulations. In order to carry out coaching and mentoring for lifelong prisoners, these correctional officers must have a good mental attitude, adequate abilities or skills, and sufficient knowledge in order to carry out the coaching process properly.

Problems that occur in the Jember Regional Penitentiary which consists of the Regencies of Jember, Bondowoso, and Banyuwangi can be known about the duties and functions, especially in the Administration Sub Division; the work activities section, and the Security and Order Administration Section, are still not optimal and have not reached the expected realization target so "The lack of effectiveness of the performance of the Correctional Institution employees throughout the Jember Regional Coordinator in carrying out their duties and functions". Based on the background of the problems that have been discussed regarding the non-achievement of program realization in accordance with the targets that have been determined, and there are vacancies in certain positions and supported by the results of previous similar research. Therefore, this study aims to analyze the effect of workload, career development, and employee commitment on employee performance through Organizational Citizenship Behavior (OCB) as an intervening variable. This research has practical benefits, namely for the East Java Regional Office, especially the Jember Regional Office, it is hoped that it can provide input for the performance of prison employees in the Jember Regional Regional Office. And can use the results of this research as input to be used as material in formulating policies to improve services and performance to the community.

## RESEARCH METHODS

This research uses descriptive and quantitative research methods. This study is designed as quantitative research that explains the relationship between one variable and another and is also included in confirmatory research (Singarimbun and Efendi, 2016). The sources of data used in this study are primary data sources. The primary data needed in this research is data obtained from a questionnaire given to all Correctional Institution employees in the Regional Coordinator of Jember. The secondary data collection was taken from the data from the Correctional Institutions in the Regional Coordinator of Jember. While the references take from the study of documents, literature, research journals, internet. The sample of this research is the employees of the Correctional Institution in the Regional Coordinator of Jember as many as 255 employees. The focus of this research is the performance of Correctional Institution employees in the Regional Coordinator of Jember. The research variables used include employee performance as the dependent variable (Y). Workload variables (X1), career development (X2), and employee commitment (X3) as independent variables, and Organizational Citizenship Behavior (OCB) (Z) as intervening variables.

The data analysis that the writer uses in this study includes descriptive analysis, instrument validity and reliability tests, and Structural Equation Modeling-Partial Least Square (SEM-PLS) analysis. Descriptive analysis is used by compiling a distribution frequency table to find out whether the level of value (score) of the research variables is in the good, good enough, less good, and not good categories (Narimawati, 2017). The instrument validity test is a good measuring instrument that must meet the validity and reliability requirements, in order to obtain accurate information about the state of the subject and the extent to which the accuracy and accuracy of a measuring instrument/instrument (Azwar, 2012). The item validity test based on the Corrected Item Total Correlation can be said to be valid if the  $r$  table limit  $> 0.30$ . A validity test is used to determine the degree of accuracy between the data that occurs in the object of research and the power that can be reported by researchers (Sugiyono, 2014). Meanwhile, the instrument reliability test was used to measure time consistency.

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The last analysis is SEM-PLS. SEM is a set of statistical techniques that allow testing a series of relationships simultaneously (Hair, et.al, 2014). PLS was developed as an alternative to modeling structural equations with a weak theoretical basis. Indicators of latent variables not only fulfill reflexive models but are formative. SEM-PLS testing is done by testing the inner model and outer model. The inner model focuses on the latent variable structure model which is assumed to have a linear and causal relationship. While the outer model refers to the measurement of the model that can be done with reflective relationships, formative relationships, and multi-effect indicators for multiple causes.

## RESULTS AND DISCUSSION

### Estimated Results

Based on the results of the evaluation of the relationship between the construct and its indicators. This validity test is divided into two, namely convergent validity and discriminant validity. The convergent validity test was carried out in three stages, namely: indicator validity, construct reliability, and the average value of VIF (AVVIF). While discriminant validity can be passed to see the value of cross-loading. Based on the output results in Table 2, it can be concluded that the correlation that occurs has a cross-loading value above 0.5 and a p-value <0.001. So that discriminant validity meets the criteria. To assess the convergent validity of the latent variable indicator, the normalized combined loading value must be greater than 0.5 (Sholihin and Dwi, 2013). So, it can be concluded that all construct indicators of latent variables of workload (X1) and career development (X2) on Organizational Citizenship Behavior (OCB) (Z) and employee performance (Y) meet the convergent validity criteria (Table 1).

Table 1. Combined loadings and cross-loadings

	X1	X2	X3	Z	Y	SE	P value
X1.1	<b>0.783</b>	-0.014	0.003	0.165	-0.109	0.072	<0.001
X1.2	<b>0.741</b>	0.063	-0.036	0.329	-0.197	0.070	<0.001
X1.3	<b>0.769</b>	-0.012	-0.107	0.030	0.119	0.068	<0.001
X1.4	<b>0.844</b>	0.020	-0.095	-0.012	-0.047	0.067	<0.001
X1.5	<b>0.759</b>	-0.100	0.315	-0.508	0.286	0.068	<0.001
X1.6	<b>0.740</b>	-0.116	0.054	0.011	0.110	0.070	<0.001
X1.7	<b>0.756</b>	0.167	-0.137	0.114	-0.245	0.069	<0.001
X2.1	-0.014	<b>0.752</b>	-0.771	0.661	-0.198	0.073	<0.001
X2.2	0.255	<b>0.699</b>	0.172	-0.324	0.160	0.069	<0.001
X2.3	-0.098	<b>0.755</b>	-0.102	0.234	-0.028	0.068	<0.001
X2.4	-0.044	<b>0.810</b>	0.357	-0.401	0.088	0.067	<0.001
X2.5	-0.082	<b>0.771</b>	0.021	0.099	-0.094	0.068	<0.001
X3.1	-0.027	0.170	<b>0.868</b>	0.320	-0.299	0.066	<0.001
X3.2	0.099	-0.482	<b>0.789</b>	-0.267	0.369	0.075	<0.001
X3.3	-0.006	-0.009	<b>0.887</b>	-0.226	0.172	0.066	<0.001
Z1	0.003	-0.156	0.079	<b>0.757</b>	-0.125	0.068	<0.001
Z2	0.012	-0.015	0.393	<b>0.711</b>	-0.290	0.069	<0.001
Z3	0.095	0.327	-0.516	<b>0.734</b>	-0.365	0.068	<0.001
Z4	0.074	-0.271	0.261	<b>0.728</b>	0.239	0.068	<0.001
Z5	-0.206	0.133	-0.231	<b>0.750</b>	0.607	0.070	<0.001
Y1	-0.034	-0.005	-0.030	0.056	<b>0.833</b>	0.067	<0.001
Y2	0.073	-0.085	-0.034	0.245	<b>0.832</b>	0.067	<0.001
Y3	-0.043	0.041	0.033	-0.111	<b>0.807</b>	0.067	<0.001
Y4	-0.009	0.034	0.056	-0.227	<b>0.819</b>	0.067	<0.001
Y5	0.251	0.322	-0.435	0.193	<b>0.883</b>	0.069	<0.001

Meanwhile, Table 2 shows that the AVE root value in the same variable has a higher value than the AVE root value in different variables. The greater the AVE value, the greater the representation of the manifest variable on its latent construct. These results indicate the significance or value of the validity test has been met.

Table 2. Comparison of AVE Roots and Correlation between Variables

	<b>X1</b>	<b>X2</b>	<b>X3</b>	<b>Z</b>	<b>Y</b>
X1	<b>0,7702</b>	0,0081	-0,0004	0,0184	-0,0118
X2	0,0034	<b>0,7574</b>	-0,0646	0,0538	-0,0144
X3	0,022	-0,107	<b>0,848</b>	-0,0576	0,0806
Z	-0,0044	0,0036	-0,0028	<b>0,736</b>	0,0132
Y	0,0476	0,0614	-0,082	0,0312	<b>0,8348</b>

The next test is reliability testing. To find out whether the measurements made are consistent, it can be seen based on the value of Composite reliability coefficients and Cronbach's alpha coefficients of more than 0.7. Based on Table 3 shows that the questionnaire instrument in this study in looking at the effect of workload, career development, work commitment in influencing employee performance with OCB as an intervening variable has met the requirements of the reliability test. Overall the value shows a value of more than 0.7.

Table 3. Reliability Test

<b>Variable</b>	<b>Composite reliability</b>	<b>Cronbach's alpha</b>
Workload	0,863	0,813
Career development	0,830	0,742
Employee commitment	0,752	0,720
OCB	0,840	0,762
Employee performance	0,829	0,729

In testing the calculation of the direct influence path coefficient, this test uses path analysis by looking at the value of the direct and indirect influence path coefficients. This test aims to find out and answer whether the hypothesis used in the study is accepted or rejected. Based on the results of testing the direct influence (Table 4) and indirect (Table 5), it shows that workload (X1) and career development (X2) affect Organizational Citizenship Behavior (OCB) (Z) and employee performance (Y) in Jember Regional Coordinator.

Table 4. Value of Direct Effect Path Coefficient

<b>No</b>	<b>Hypothesis</b>	<b>Path coefficients</b>	<b>P-values</b>
1	Workload → OCB	0,218	0,002
2	Career development → OCB	0,161	0,022
3	Employee commitment → OCB	0,537	0,001
4	Workload → Performance	0,187	0,008
5	Career development → Performance	0,192	0,007
6	Employee commitment → Performance	0,175	0,012
7	OCB → Performance	0,521	0,001

Based on the results of the direct influence path test (Table 4), the following results are obtained:

1. The p-value of the workload variable on OCB shows a value smaller than the alpha value of 0.002 with a path coefficient value of 0.218. This implies that H0 is rejected, meaning that there is a significant effect of the workload variable on the OCB variable.

2. The p-value of the workload variable on OCB shows a value smaller than the alpha value of 0.022 with a path coefficient value of 0.161. This implies that H<sub>0</sub> is rejected, meaning that there is a significant influence of career development variables on the OCB variable.
3. The p-value of the workload variable on OCB shows a value smaller than the alpha value of 0.001 with a path coefficient value of 0.410. This implies that H<sub>0</sub> is rejected, meaning that there is a significant effect of the employee commitment variable on the OCB variable.
4. The p-value of the workload variable on OCB shows a value smaller than the alpha value of 0.008 with a path coefficient value of 0.187. This implies that H<sub>0</sub> is rejected, meaning that there is a significant effect of the workload variable on the employee performance variable.
5. The p-value of the workload variable on OCB shows a value smaller than the alpha value of 0.007 with a path coefficient value of 0.192. This implies that H<sub>0</sub> is rejected, meaning that there is a significant influence of career development variables on employee performance variables.
6. The p-value of the workload variable on OCB shows a value smaller than the alpha value of 0.012 with a path coefficient value of 0.175. This implies that H<sub>0</sub> is rejected, meaning that there is a significant effect of the employee commitment variable on the employee performance variable.
7. The p-value of the workload variable on OCB shows a value smaller than the alpha value of 0.001 with a path coefficient value of 0.521. This implies that H<sub>0</sub> is rejected, meaning that there is a significant effect of the OCB variable on the employee performance variable.

Meanwhile, the indirect effect test is carried out by looking at the results of the path tested, namely if the p-value shows significant results (less than 5%), the indirect effect of the independent variables used is also significant, and vice versa.

Table 5. Coefficient of Indirect Influence Path

No	Hypothesis	Path coefficients	P-values
1	Workload → OCB → Performance	0,114	0,021
2	Career development → OCB → Performance	0,084	0,022
3	Employee commitment → OCB → Performance	0,280	0,001

Based on the results of the indirect effect path coefficient test in Table 5 shows that the path coefficient value of the workload variable on the employee performance variable through the OCB intervening variable is 0.114. This value has a smaller value compared to the direct effect of the workload variable on the employee performance variable, which is 0.187. Meanwhile, the path coefficient value of the career development variable on employee performance through the OCB intervening variable is 0.084, which is smaller than the path coefficient value of the direct influence of the career development variable on the employee performance variable, which is 0.192. Furthermore, the path coefficient value of the employee commitment variable on employee performance through the OCB intervening variable is 0.280, where this value is greater than the direct influence of the employee commitment variable on the employee performance variable, which is 0.175. Thus it can be stated that workload and career development have an influence on employee performance variables through the OCB variable with a value smaller than the direct effect. Meanwhile, employee commitment has an influence on employee performance variables through the OCB variable with a value greater than the direct effect.

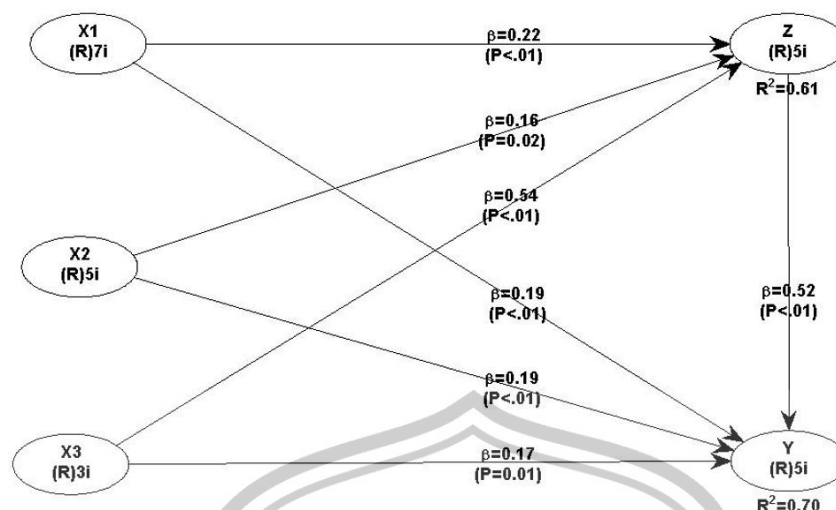


Figure 1. Hypothesis Model

The PLS model with the addition of the Organizational Citizenship Behavior (OCB) variable as a mediating variable explains that the addition of the variable will provide an additional contribution as an explanation of employee performance.

Table 6. Research Model Test

Information	Value	Ideal
APC	P=0,008	<= 0,05
ARS	P<0,008	<= 0,05
AARS	P<0,008	<= 0,05
AVIF	1.779	<= 3,3
AFVIF	1.950	<= 3,3
GoF	0,501	besar
SPR	1	1
R-squared contribution ratio	1	>= 0,7
Statistical suppression ratio	1	>= 0,7

Next is the research model test is carried out to see the suitability of the model built in the study. Based on the table above, it can be seen that each value in the study has met the ideal criteria. The value of Average path coefficient (APC), Average R-squared (ARS), and Average block VIF (AVIF) indicates that the test value of the research model has met the ideal criteria and implies that the overall research model is good. Meanwhile, the Goodness of fit index (GoF) is the geometric mean or the root of the average and average similarity of R<sup>2</sup> in predicting the strength of the model used with an interval value of 0-1 (Tenenhaus et al., 2005). If the GoF value is close to 1, it means that the estimated path model used is good (Akter et al., 2011). Based on Table 6 shows that the GoF Index value is 0.501, meaning that the structural model that explains the relationship between the four variables has good predictive power.

Based on the R-square value (R<sup>2</sup>) for each endogenous construct (Table 6), the path coefficient value, t value, and p-value indicate a path relationship between the constructed variables, where workload, career development, and employee commitment are able to explain the OCB variable by 61.2% with a strong correlation category, and 38.8% explained by other constructs outside the research variables used. Meanwhile, workload, career development, employee commitment, and OCB were able to explain the variable performance of the Correctional Institution employees throughout the Jember Korwil by 70.3% with a strong correlation category, and 29.7% explained by other constructs outside the research variables.

## Discussion

After testing and analyzing the data, it was found that the workload variable had a significant effect on the Organizational Citizenship Behavior (OCB) variable for the Correctional Institution employees throughout the Jember Regional Coordinator. This is because there are aspects of the workload that affect the OCB variable including the demands of the task, effort or energy, performance, working conditions, use of working time, targets to be achieved, and the work environment. Respondents agreed or gave a positive response to aspects of the workload of the Correctional Institution employees throughout the Jember Regional Coordinator. The results of this study are in accordance with the supporting theories and previous empirical studies conducted by Afuan et al. (2020) which state that the workload variable has a significant effect on the OCB variable.

Based on the second hypothesis, the results obtained to state that career development has a significant effect on Organizational Citizenship Behavior (OCB) of Correctional Institution employees throughout the Jember Regional Coordinator. This is due to aspects related to career development that has had a positive impact on the Organizational Citizenship Behavior (OCB) of Correctional Institution employees throughout the Jember Regional Coordinator. Respondents gave a positive response to the career development aspects of the Correctional Institutions throughout the Jember Regional Coordinator. The results of this study are in accordance with the research conducted by Afuan Lutfiyanto et al. (2020). Wulandari & Yuniawan (2017). Udayani & Sunariani (2018). Fitri et al. (2021) state that the career development variable has a significant effect on the OCB variable.

Based on the third hypothesis, the employee commitment variable has a significant influence on the Organizational Citizenship Behavior (OCB) of the Correctional Institution employees throughout the Jember Regional Coordinator. The positive response given by respondents in responding to aspects related to employee commitment including affective commitment, ongoing commitment, and normative commitment made respondents agree to be promoted by their direct superiors based on their commitment and performance achievements. The results of this study are in accordance with the supporting theories, while in this study there are significant similarities with previous research conducted by Wulandari, A. D., & Yuniawan, A. (2017), Kurniawan, A. (2015), Bodroastuti & Rulijaji (2016), Udayani & Sunariani (2018). Fitri et al. (2021) state that the employee commitment variable has a significant effect on the OCB variable.

Based on the fourth hypothesis, workload affects employee performance. Aspects of workload include: Aspects of workload include: task demands, effort or energy, performance, working conditions, use of work time, targets to be achieved, and work environment. Based on the results of the descriptive analysis of the workload variable, shows that in general, the respondents gave an agreeable answer to each indicator. However, the indicator with the most dominant agree response is the task demands factor (X1.1), which means that the workload can be determined from the analysis of the tasks performed by the workers. However, individual differences must always be taken into account. This shows that the task demands of each respondent are in accordance with the analysis of the division of workload and the level of position/position of the prison staff in the Jember Regional Coordinator. So that employees feel that their workload is not balanced with the performance allowances they get. While the indicator with the lowest agreeable response is the division of working time (X1.5) in prisons. This shows that not all prisons in the Regional Coordinator of Jember in the division of work tasks of their employees are in accordance with the SOP. This can be caused by many factors including the availability of human resources, and emergency conditions such as during the COVID-19 pandemic which forced employees to work from home (Work From Home). The results of this study are in accordance with the supporting theories, while in this study there are significant similarities with the previous research conducted by Afuan et al. (2020), Sari et al. (2021), Sutrisno (2017), Puspitasari (2018), Adani & Dudija (2020) which state that workload has a significant effect on employee performance.

Based on the fifth hypothesis, career development has an effect on employee performance.

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The indicator with the highest number of agreed responses is Information about various promotional opportunities (X2.3) respondents feel they have access to information about various opportunities to be promoted. Information about opportunities to be promoted is also often shared through work meetings with all prison employees or through WhatsApp groups. So that every employee at the Jember Korwil Prison can find out and apply for promotion if they meet the position requirements. While the indicator with the lowest agreeable response is the level of satisfaction (X2.5). Respondents are satisfied with what is achieved which is the maximum result and are trying to reach a higher rung. However, some respondents in this study did not agree with this statement because the proximity factor to their superiors also played an important role. Respondents thought that even though the work effort had been maximized, information on career advancement was sometimes only focused on the closest people. The results of this study are in accordance with the supporting theories, while this study there are significant similarities with previous research conducted by: Lutfiyanto, R. P., Huda, N., & Hulmansyah, H. (2020). Pramukti, A. (2019) states that career development has a significant effect on employee performance.

Based on the sixth hypothesis, employee commitment has an effect on employee performance. The indicator with the most dominant agrees response is normative commitment (X3.3) which is the obligation to stay in the organization for moral and ethical reasons. This shows that as many as 89 respondents (57.1%) have a commitment to remain at the prison which is their work unit based on moral reasons. In addition to these reasons, there are also other common reasons, namely because they already have a place to live in the area or are domiciled in their working area. While the indicator with the lowest agreeable response is Affective Commitment is an emotional feeling for the organization and belief in its values. Respondents have a desire to be bound to the organization because of their own desires, which desire is also in line with socio-cultural conditions that are believed to be comfortable with the personality of the employee. In addition, the desire to survive is also a demand from families who are reluctant to leave their hometown. The results of this study are in accordance with the supporting theories, while in this study there are significant similarities in results with previous research conducted by: Bodroastuti, T., & Rulijaji, A. (2016). Hidayah and Diana, (2018) and Pramukti, A. (2019) state that employee commitment has a significant effect on employee performance.

Based on the seventh hypothesis, the OCB variable has an effect on employee performance. This could be due to the OCB variable aspects related to the performance of the Correctional Institution employees throughout the Jember Regional Coordinator. Indicators of the OCB variable are dominated by agreeable responses by prison employees at the Jember Regional Coordinator. The results of this study are in accordance with the theories- supporting theory, while in this study there are significant similarities in results with previous research conducted by research by Basori, et al (2017); Sujati (2017); Rahim, et al (2017); Eliyanto (2018); Narasuci (2018); Firdaus D (2019); Faizal (2019); Sari and Aziz (2019); Kurniawan, et al (2019); Ardianti, et al (2018); Utomo, et al (2018) stated that there was a significant influence between the OCB variable on employee performance. The results of this study contradict the results of Triastuti and Sulaiman's research (2017) which state that the OCB variable has no significant effect on performance.

## CONCLUSION

This study aims to analyze the effect of workload, career development, and employee commitment on employee performance through Organizational Citizenship Behavior (OCB) as an intervening variable for Class II Penitentiary Employees in the Jember Region. The sample used in this study was 156 employees of the Class II Penitentiary in the Jember Region. The analysis technique used is the Structural Equation Model (SEM) using WarpPLS 6.0. The

results of this study indicate that (1) workload, career development, and employee commitment have a significant effect on Organizational Citizenship Behavior, (2) workload, career development, and employee commitment have a significant effect on employee performance, and (3) workload, career development, and Employee commitment has a significant effect on employee performance through Organizational Citizenship Behavior as an intervening variable.

As for suggestions that can be given based on the results of research under the leadership of prisons throughout the Regional Coordinator of Jember, they want to pay attention and give appreciation to the behavior of employees outside their main duties so that all work in the field of organization can run smoothly to achieve work targets. The head of the prison at the Jember Regional Coordinator also needs to increase the commitment of his employees by re-evaluating the reasons why his employees are less committed to the organization. One thing that can be pursued is to pay attention to the distribution of workload according to the portion and position of employees in prison so that employees feel comfortable at work and have a feeling to remain devoted to the organization.

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