

EMPLOYEE PERFORMANCE DETERMINANTS, WITH GENDER AS A GROUP

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Abstract. The purpose of this study is to analyze the influence of organizational commitment on employee performance; analyze the influence of organizational commitment on OCB; analyze the influence of OCB on employee performance; analyze the role of gender as the effect of moderation of organizational commitment on employee performance; analyze the role of gender as the effect of the moderating effect of organizational commitment on OCB, and analyze the role of gender as the effect of moderation on OCB on employee performance. The population and sample in this research were 45 respondents from the Notary Office in Bangli Regency using the saturated sampling method. The data collection technique used a closed multiple-choice questionnaire and the partial least squares (PLS) data analysis approach. The results of the research shows that the evaluation of the overall model can be seen from the coefficient of determination, Q-Square Predictive Relevance meets the requirements of existing and Goodness of Fit in a large position, the overall model is declared quite good. The conclusion of this study is that organizational commitment has a significant positive effect on employee performance has not been received. Organizational commitment has a significant positive effect on OCB received. OCB has a significant positive effect on employee performance is acceptable. Gender has not been tested as moderating of the effect of organizational commitment on employee performance, organizational commitment on OCB and OCB on employee performance.

Keywords: Organizational commitment, OCB, Employee performance, Gender, MGA

Abstrak. Tujuan penelitian ini adalah menganalisis pengaruh komitmen organisasi terhadap kinerja karyawan, menganalisis pengaruh komitmen organisasi terhadap OCB; menganalisis pengaruh OCB terhadap kinerja karyawan; menganalisis peran gender sebagai efek moderasi dari komitmen organisasi terhadap kinerja karyawan; menganalisis peran gender sebagai efek moderasi dari komitmen organisasi pada OCB; menganalisis peran gender sebagai efek moderasi pada OCB terhadap kinerja karyawan. Populasi dan Sampel sebanyak 45 responden karyawan Kantor Notaris di Kabupaten Bangli dengan metode sampling jenuh. Teknik pengumpulan data dengan kuesioner pilihan ganda tertutup dan menggunakan analisis data pendekatan *Partial Least Square* (PLS). Hasil penelitian menunjukkan evaluasi model secara keseluruhan dilihat dari *koefisien determinasi* sudah dapat dikatakan cukup, *Q-Square Predictive Relevance* memenuhi persyaratan yang ada dan *Goodness of Fit* pada posisi yang besar maka secara keseluruhan model dinyatakan cukup baik. Kesimpulan penelitian ini adalah Komitmen organisasi berpengaruh positif signifikan terhadap kinerja karyawan belum diterima. Komitmen organisasi berpengaruh positif signifikan terhadap

OCB diterima. OCB berpengaruh positif signifikan terhadap kinerja karyawan diterima. *Gender* belum teruji sebagai pemoderasi pengaruh komitmen organisasi terhadap kinerja karyawan, komitmen organisasi terhadap OCB dan OCB terhadap kinerja karyawan.

Kata Kunci: Komitmen organisasi, OCB, Kinerja karyawan, *Gender*, *MGA*

INTRODUCTION

In the current era of globalization, notary institutions play an important role in every development process. A notary is a position that runs the profession and legal services which provides legal guarantees as well as certainty for the parties, especially in terms of the success of the development process. Notary as a public official is one of the state organs equipped with legal authority to provide public services to the public, especially in making deeds authentic as perfect proof of legal conduct. Notaries are public officials who are authorized to make deeds authentic and have authority others as referred to in this Law or based on other laws (Wahid, 2008) The development of Notary offices in Bali Province still seems to be centralized in Badung Regency and Denpasar City (57 percent), and the rest are spread to other districts (43 percent) including Bangli Regency with the population of the smallest number of Notary offices as many as 14 offices (3.85 percent) (S.L.,C. 2021) In preliminary observations at several notary offices in Bangli Regency, there was a field of inaccuracy in completing tasks, leaving work unprepared and the public or public view of decreasing employee productivity in providing community services. Therefore, with the lack of good service employees in the community, it is necessary to evaluate and supervise their employees. Less optimal employee performance, evaluation, and concrete actions are needed to conduct evaluation and supervision of employee performance in the form of surveys on employee performance by raising several antecedent variables that influence it.

Resources owned by organizations such as notary offices include financial, physical, human resources (HR), technological capabilities, and system sophistication are limited. Therefore, leaders must be able to empower and optimize their use for the continued existence of the institution. Human resources occupy a strategic position among the resources owned by the institution because, without human resources, other resources owned by the organization cannot be utilized let alone be managed into a product. In its development, a good organization, must focus on human resources to carry out its functions optimally, especially in the face of changes in business and the environment that occur in the future. Thus, the technical, theoretical, and conceptual moral abilities of organizational actors at all levels of work are needed. An organization will be able to continue to survive, compete, and even continue to develop if the organization's performance is good (Zeinabadi, 2010). There are three categories of employee behavior that are needed for an organization to work well, effectively, and efficiently, which are: (a) employees must be in the system, through process recruitment, low absenteeism, and turnover; (b) The employee performs the requested role according to the specified job description; (c) Shows innovative and spontaneous behavior outside the job description set to achieve the goal. Organizational commitment is an important point of concern based on the premise that individuals form an association with the organization.

Puspitawati & Atmaja, (2019) found that organizational commitment is an attitude that reflects employee loyalty to the organization and the ongoing process by which members of the organization express their concern for the organization, success, and continuous progress. Employees who have organizational commitment will perform tasks that are not only tasks that have become their obligations according to existing jobs, but also do other work (extra roles), where if there are employees who are unable to do a job, then these committed employees tend to help colleagues to achieve the goals expected by the organization without comparing their abilities with other employees. Thus, the behavior expected by this organization is not only behavior in-role (according to the job), but also extra-role behavior. This extra-role behavior is also called organizational citizenship behavior (OCB). OCB is a discretionary individual behavior, that is not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization (Podsakoff et al., 2006) In short, OCB exhibits an individual voluntary behavior (in this case employees) that is indirectly related to the reward system but contributes to the effectiveness of the organization.

OCB is an extra-role behavior (not listed in the job description and is not related to system rewards that are owned by individuals) employees to improve the efficiency and effectiveness of the organization or company. This behavior arises because of a feeling of being part of/ an organization's members and feelings satisfied if you can give something more to the organization Feelings of being part of the organization as well as feeling satisfied only happens when employees have a positive perception of the organization (Zeinabadi, 2010). Individuals in the company consist of men and women over time, women start to become an actor in a productive economy. Various efforts have been made to create gender justice, end male domination, and increase women's participation as well as existence in the workplace. Based on the research conducted by Winshchel, D.N., & Didona (2015), found differences between men and women in the workplace, most women are more responsible for the work and care more about the people than men (Winschel, D.N., & Didona, 2015). During the period 1980 - 1990, women's participation rates increased by 55% while men's employment participation rates increased by 35.5% (Population Census of 1980 and 1990). During the pandemic, many women are still working to provide essential services, because of the increase in the economy of the family and the advancement of many of the G20 countries that have made the presence of gender equality over the last few decades (Oecd, 2020)

This increase is due to economic demands, increased education of women, and increasingly open opportunities for women to enter the public sector (Coffey-Glover, 2015). In terms of personality, there are various types of human personalities. Personality can be interpreted as the total way a person reacts and interacts with his or her environment. There are no personality traits that are common to a country or ethnic group (Schultz & Schultz, 2015).

Khdair (2013), Delery & Shaw (2001), and Kadarningsih et al., (2020) show that personality traits are moderating variables that can affect performance. Rafiei et al (2014) and Fakhrudin et al., (2020) found that organizational commitment has a significant positive effect on employee performance. (Sadeghi et al., 2016), Lestari (2018), Kadarningsih et al (2020), Mallick et al (2014), Sugiharjo (2020), Fazriyah et al (2019),

Purnama (2013) found the linkages between OCB and employee performance have been carried out by Mallick et al (2014), Sugiharjo (2020), Putrana et al (2016), Lestari (2018) which found that OCB employees had a significant positive effect on employee performance, while in contrast to findings (Sapta et al., 2021) that received the social sciences, the term gender is not related to a difference between men and women in literally biological (Utami & Astakoni, 2020) From a gender perspective, the difference between men and women is a social, cultural formation that is hereditary. Sadeghi et al (2016) found that the relationship between organizational commitment, OCB, and employee performance varies greatly in various research studies. Study results obtained by Memari et al (2013) and Hendri (2019) found that organizational commitment had no significant positive effect on employee performance. However, the results of OCB did not affect employee performance in the municipal or district governments of East Java Province. The difference between this study and previous research lies in the placement of the gender variable as a group. In previous studies, the moderation model was carried out by interaction, while in this study it was carried out by grouping through subsample. Based on this novelty, research results will be obtained that can explain the differences in the level of causality, structural level, level of measurement (Nuryasman & Warningsih, 2021).

Based on the theory and research gap, the purpose of this study is to analyze the effect of organizational commitment on employee performance; analyze the effect of organizational commitment on OCB; analyze the effect of OCB on employee performance; analyze the role of gender as a moderating effect of organizational commitment on employee performance; analyze the role of gender as a moderating effect of organizational commitment on OCB, and analyze the role of gender as a moderating effect of OCB and on employee performance.

LITERATURE REVIEW

Behavioral Theory of the Firm. Miller & Lee (2001) stated that managers perceive and make employees more careful in carrying out their responsibilities for their work. It also creates a sense of involvement with the company, and the growth of more significant employee initiatives and innovations, even without the immediate presence of rewards. Organizational commitment and toward its employees and results in better 'citizenship' behavior from workers, more dedication to the company, and an effort to go far beyond the minimum job requirements O'Reilly & Chatman (1986), Organ & Konovsky (1989), Argote & Greve (2007) proposed a behavioral model that is highly process-oriented in that it focuses on identifying the generative mechanisms and underlying contingencies of organizational search in the public sector. Such commitment to process explanations of organizational behavior lies at the very heart of the behavioral perspective. Four focus areas were developed. First, we focus on a small number of major economic decisions made by companies. Second, we developed a process-oriented company model. That is, viewing a firm's decisions as to the result of a well-defined sequence of behaviors, and study the decisions by studying the process. Third, we link the company's models as closely as possible to the empirical observations of both the decision output and the actual organizational business process structure. Finally, we develop a theory with generality

beyond specific studies of companies. The second and third commitments are widely embraced in organizational behavior research, which has become part of a field that is considered commonplace; therefore, this study seeks to approach this concept.

Employee Performance. Zainal *et al.*, (2014) suggest that the notion of performance is the work of quality and quantity achieved by an employee in carrying out their duties following the responsibilities he gave. Mangkunegara & Waris, (2015) state that employee performance is often associated with productivity, an expression such as output, efficiency, and effectiveness. Employee performance is the work of quality and quantity achieved by an employee in carrying out their duties by the responsibilities given to them. Fajrina *et al* (2020) state that performance appraisal refers to evaluating the performance of current employees in the past relative to their performance standards. Performance appraisal usually crosses specific appraisal tools such as teaching appraisal forms in the appraisal process. Thus, performance measurement is the process of appraising operational activities. Company in the form of actions and activities of an organization in a certain period according to the objectives set. So, in other words, performance measurement is an assessment of the level of effectiveness and efficiency of an organization's activities. The performance of Fakhruddin *et al* (2020) is the result of efforts that have been made that can be measured by certain indicators. Performance is a condition that must be known and informed to certain parties to determine the level of achievement of an agency's results associated with the vision carried by an organization and to know the positive and negative impacts of an operational policy taken.

Organizational Citizenship Behavior (OCB). Linda *et al.*,(2019) found OCB to be a form of behavior of someone who better contributes to the organization in it informally or formally. Sapta *et al.*, (2021) found that OCB behavior is not listed directly in job description employees but it is highly desirable because this behavior has a positive effect on the sustainability of the organization. Spector & Fox (2010) define OCB as behavior outside the formal requirements of work that benefits the organization. Employees who exhibit such behavior make a positive contribution to the organization through behavior outside of job descriptions, in addition to employees continuing to carry out responsibilities according to their work. In line with the definition revealed by Organ (1988) and Spector & Fox (2010), OCB is defined as behavior that is an individual choice and initiative, not related to the system reward organization's formal but to increase organizational effectiveness. Podsakoff *et al.*, (1997) defined OCB as voluntary behavior and behavior beyond task demands that contribute to organizational success.

Organizational Commitment. Vance (2006) commitment is the willingness of a person to survive in an action and has the obligation to do the work anyway. Persons committed to some entities, such as the economy, education, political and religious institutions, are also committed to certain individuals, including their spouses, children, parents and brothers, as well as to their employers, colleagues, supervisors and customers. Armstrong (2006) suggests that organizational commitment refers to love and loyalty. Organizational commitment is related to the willingness to be inside and a part of the company.

Organizational commitment is a psychological bond of employees characterized by strong trust and acceptance of the goals and values of the organization, willingness to work toward achieving the interests of the organization, and the existence of desires that are strong enough to maintain their position as members of the organization. Klein & Park (2015) call work commitment another term of organizational commitment, which is a behavioral dimension that can be used to assess the tendency of employees to stay as members of the organization. Based on this explanation, it can be concluded that work commitment or organizational commitment is a condition in which individuals embrace the values and goals of the organization and feel part of having an organization so they decide to remain in the organization.

Gender. The term gender is derived from the word gene, which refers to the bearer of male and female embryonic traits. Social scientists have presented gender to explain which differences between women and men are innate (biological) as God's creation and which are cultural forms that are constructed, studied, and socialized (Utami & Astakoni, 2020). This distinction is very important because it is often wrong to mix natural and unchanging human traits with non-natural (human characteristics gender) that can be changed or changed (Kenny Sugianto, 2017). Razi et al (2014) explain that gender as a personality trait is a moderating variable that can affect a person's performance.

Effect of organizational commitment on employee performance. Hedayat et al., (2018) suggest that there is a positive relationship between organizational commitment and desired outcomes such as high performance, low employee turnover rate, and low absence rates. Commitment will arise because of the feeling of pleasure and comfort for what they get in the company, such as leadership factors, the existence of good communication and cooperation within the company, the existence of clarity of mission and ideology, fairness, and the support of employee development. Increased organizational commitment on each employee will have a positive impact on employees which will later affect employee performance (Suharto et al., 2019). Commitment is an employee's attitude as a sense of loyalty to the company in which he works. Loyalty is the extent to which employees are involved in work activities to achieve the company's goals. High employee involvement shows that employees will exert their ability to achieve the best results for the company, which will affect employee performance. This opinion is supported by an empirical study by Rafiei et al (2014) and Sadeghi et al (2016) that organizational commitment has a positive and significant impact on employee performance. This means that the higher the organizational commitment of employees, the higher the employee performance. Base exposure above the proposed first hypothesis H1: Organizational commitment has a positive significant effect on employee performance.

Effect of organizational commitment on OCB. OCB can arise from various factors in the organization, including job satisfaction and employee commitment, and employees provide maximum and best performance results (Fazriyah et al., 2019). When they feel satisfied with what is in the organization. Likewise, employees who have a high commitment to the organization, will do anything to advance the company because they believe and believe in

the organization where the employee works (Grego-Planer, 2019) (Luthans & Avolio, 2009). When employees already have a high commitment to the company, the employee wholeheartedly has satisfaction at work and is willing to take actions aimed at advancing the company. Some previous findings also agree with those of Sapta et al (2021), such as those obtained by Fazriyah et al (2019), Sadeghi et al., (2016), Utami et al., (2021), Zeinabadia (2010), and Sapta et al., (2021) found that organizational commitment had a significant positive effect on OCB. Thus, based on previous empirical studies, we propose the following hypothesis H2: Organizational commitment has a positive significant effect on OCB.

Effect of OCB on employee performance. OCB is an individual contribution that exceeds the demands of the role at work. OCB involves behaviors such as helping others, volunteering for extra tasks, and complying with rules and procedures at work. Behaviors that describe the added value of employees "which is one form of behavior prosocial, namely positive social behavior, constructive and meaningful help (Aldag & Reschke, 1997). OCB is a term used to identify the behavior of employees outside the main task, but this behavior is desirable and useful for organizational behavior. The organization must believe that to achieve excellence, it needs to seek individual performance as high. Individual performance affects team performance and ultimately affects overall organizational performance. The behavior that the organization demands is not only in-role behavior but also extra-role behavior. Extra-role behavior is very important because it provides better benefits to support the sustainability of the organization (Oğuz, 2010). Extra-role behavior in organizations is known as OCB. OCB is an attitude that many organizations expect to have employees. This is because OCB is considered to benefit organizations that cannot be grown through formal role obligations or by contracts or forms of compensation. Further, OCB contributes positively to the work of the organization as a whole. The results of previous studies that support this concept include Memari et al (2013), Hendri (2019), Eliyana et al (2019), and Kadarningsih et al (2020) who found that OCB employees had a significant positive effect on employee performance. Based on previous concepts and findings, the proposed third hypothesis, H3: OCB has a positive significant effect on employee performance.

Conceptual model framework. Based on the literature review and previous research, the picture of the research model can be seen in Figure 1.

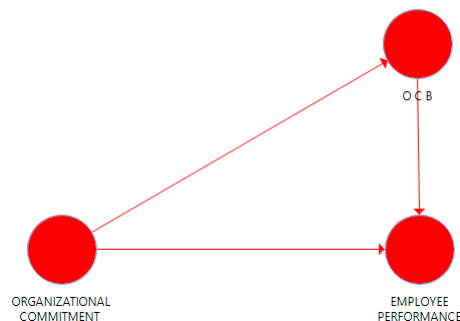


Figure.1 Conceptual Model Framework

METHOD

Sampel and data collection. The research design used in this study is causal, which explains the causal relationship between the research variables. This research was conducted at notary offices in Bangli regency with the subject of the study were all 45 employees from 14 offices notary. The sample of this research is 45 respondents with saturated sampling method. The technique of collecting was using a closed multiple-choice questionnaire, and the data were qualitative. According to Sugiyono (2007), a Likert scale is used to measure attitudes, opinions, and perceptions or groups of people about social phenomena. Each answer questionnaire has a weight or score on a Likert scale as follows: the answer strongly agrees (SS) score 5; The agreed answer (S) gets a score of 4; The neutral answer gets a score of 3; Disagree answers (TS) get a score of 2; and the answer that strongly disagree (STS) gets a score of 1.

Operational definitions and indicator. This study uses three variables: exogenous, endogenous, and discrete. The exogenous variables of this study are organizational commitment (X), while the endogenous variables are OCB (Y1), employee Performance (Y2), and gender (G) as variables for the moderating variable. The operational definitions and indicator can be seen in more detail as follows:

Table 1. Operational definitions and indicator

Construct (Variable)	Operational Definitions	Indicator
Employee Performance (Y2)	Employee Performance is an outcome achieved by workers in their work according to certain criteria that apply to a job (Shenkar, 2005)	a) Quantity and quality of work, b) Efficiency that exceeds standards, c) High innovation, d) Work is completed on time, e) Knowledge according to work, f) Work according to work procedures. Koopmans et al., (2014), Sugiharjo (2020), Eliyana et al., (2019), and Fakhruddin et al., (2020)
OCB (Y1)	OCB is an extra-role behavior (not listed in the job description and not related to the system reward) that is important for employees to have to increase the efficiency and effectiveness of an organization or company.	a) Conscientiousness, b) Altruism, c) Civic virtue, d) Sportsmanship, e) Conscientiousness. Mujiati (2015), Utami et al (2021)
Organizational Commitment (X)	Organizational commitment refers to the closeness of employees to the organization in which they are or commitment is the involvement and loyalty of employees toward the organization.	a) Employee care, b) Pride employees, c) Employee enjoyment of the organization, d) Individual and organizational harmony, e) Willingness to work extra. Shaw (1986)

Data Analysis Techniques. The data analysis technique used in this research were (a) Statistics Descriptive used to describe the characteristics of respondents and answers to indicators raised from the research construct. In this study, data processing was performed using the SPSS version 22. (b) Inferential statistical analysis, in business phenomena, an endogenous variable can be influenced by several exogenous variables, which can affect endogenous variables simultaneously, resulting in a very complicated research model Suliyanto (2011), Ferdinand (2014), Avkiran & Ringle (2018) In who use the approach partial least square (PLS) approach. PLS is a powerful analysis method (Ghozali, 2011) because it is not based on many assumptions. Related to the indicators that form latent variables in this study are reflexive, then the evaluation model measurement (measurement model), to measure the validity and reliability of these indicators are convergent validity, discriminant validity, and composite reliability (Avkiran & Ringle, 2018). The evaluation of this structural model will be done through several approaches including a) R-Square (R²) or the coefficient of determination, b) Q-Square Predictive Relevance (Q²) obtained through the process of Blindfolding PLS, with criteria $Q^2 > 0$, and c) Goodness of Fit (GoF) (Avkiran & Ringle, 2018) provided that GoF = 0.10 (Small) GoF = 0.25 (Medium) GoF = 0.36 (Large). (c) Multigroup analysis (MGA) used to testing the presence or absence of differences in the influence of the auditor's competence construct on audit judgment, the difference in the effect of the construct of task complexity on audit judgment between male and female groups. Groups of men and women are moderators that are discrete variables that can be interpreted by dividing the data into sub-samples of males and sub-samples. The path coefficients of each sub-sample were then compared and tested for significance using the Smith-Satterthwaite test. Based on the value t-statistic obtained from the existing formula, then compared with t-table of 1.96 (for alpha 5%), then it can be concluded that the two paths are significantly different or the discrete variable moderating.

RESULTS AND DISCUSSION

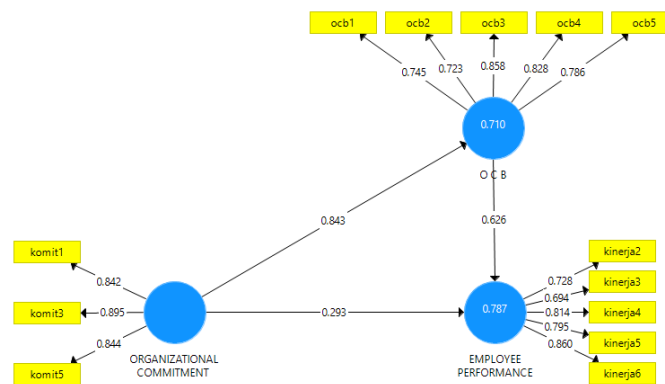
Research results

Description of characteristics respondent. Characteristics are a description of the existence of respondents involved in research that is based on gender (sex), years of service, and last education. From the entire sample of 45 company employees surveyed, all were able to fill out and return the questionnaire provided. Based on the number of samples available, the characteristics of the research respondents in terms of gender, the majority of respondents in this study were women, namely 33 people (73.30%) and the remaining 12 (26.70%). When observed in Table 2, it can be described that the respondent males have the lowest diploma level (25%) and the majority have a bachelor's degree (S1) of 75%. For female respondents, it seems that there are still quite a lot of high school / vocational school educators at 18.10%, diploma 36.40%, and bachelor as much as 45.50%. Overall views of either gender working lives of men and women in the position of the majority of 5-10 years. The majority of graduates (bachelor) and the remaining working lives are still relatively long so that the organization today has human resources that are still very potential to be developed. Inferential Statistical Results of. Based on the results of cross-tabulation (crosstab), the distribution can be seen in **more detail as follows:**

Table 2. Description of research respondent characteristics based on gender, interval of work & latest Education

Gender	Interval of work	Last Education (in %)			Total (%)
		High School	Diploma	Bachelor	
Women	Years<5 years	3.00	0.00	3.00	6.00
	5 - 10 years	15, 20	12.10	27.30	54.60
	11 - 15 years	0.00	15.20	9.10	24.30
	> 20 years	0.00	9.10	6.00	15.10
Total women		18.10	36, 40	45.50	100.00
Male	<5 years	0.00	0.00	8, 30	8.30
	5 - 10 years	0.00	0.00	50.00	50.00
	12 - 15 years	0.00	8.30	0.00	8.30
	> 20 years	0.00	16.70	16.70	33.40
Total Male		0.00	25.00	75.00	100.00

Outer model evaluation. In evaluating the indicators of latent variables of the 3 constructs raised in this study, it was carried out through two interactions so that the results that met the existing provisions, according to Figure 2 as follows:

**Figure 2.** Measurement evaluation results

Convergent validity. The convergent validity of the measurement model with reflective indicators can be seen in the correlation between the indicator scores and construct scores. Individual indicators were considered valid if they have a value of outer loading above (> 0.50) and $AVE > 0.50$.

Table 3. Outer loading model estimation results and AVE latent construct

Construct	Indicators	Outer Loading	AVE
Employee Performance	Performance 2	0,728	0,609
	Performance 3	0,694	
	Performance 4	0,814	
	Performance 5	0,795	
	Performance 6	0,860	
Organizational Commitment	Commit 1	0,842	0,741
	Commit 3	0,895	
	Commit 5	0,844	
Organizational Citizenship Behavior (OCB)	OCB 1	0,745	0,624
	OCB 2	0,723	
	OCB 3	0,858	
	OCB 4	0,828	
	OCB 5	0,786	

The analysis shows the value outer loading and AVE (table 3) of all indicators that reflect each construct have a value outer loading > 0.50 and AVE value > 0.50 then all indicators are declared valid as construct indicators.

Discriminant validity. Measured of the validity of indicators that form latent variables can also be done through discriminant validity. Output discriminant validity is shown via HTML (Heterotrait-Monotrait) Ratio < 0.90) so that it is declared valid. Discriminant validity output is shown through the results of data processing in table 4 below.

Table 4. Discriminant validity test (HTMT)

Construct	Employee Performance	OCB	Organizational Commitment
Employee Performance			
Organizational Citizenship Behavior (OCB)	0,819		
Organizational Commitment	0,859	0,882	

Composite reliability. Composite reliability, one measurement can be said to be reliable, if the composite reliability and Cronbach's alpha have a value greater than 0.70. Composite reliability is a measure of reliability among indicator blocks in the research model.

Table 5. Composite reliability test

Construct	Composite Reliability
Employee Performance	0,886
Organizational Citizenship Behavior (OCB)	0,892
Organizational Commitment	0,896

Table 5 shows that the value of *composite reliability* of the whole construct have demonstrated that its value is greater than 0.70 to qualify reliable criteria.

Inner model. The test is used to evaluate the overall model with analysis tools in terms of R-Square (R²), Q-Square Predictive Relevance (Q²), and Goodness of Fit (GoF). The results of the evaluation of the overall model in terms of the R-Square (R²) can be said to be sufficient, and the Q-Square Predictive Relevance (Q²>0) can be said to fulfill the existing provisions and Goodness of Fit (GoF) in large positions (large) and the overall model is quite good. Table 6. Provides the output estimated for testing the structural model in which the expected outcome is Ho refused or value sig <0.05 (or statistic t value > 1.96 for tests with a level of significance of 0.05).

Table 6. Path analysis and hypothesis testing

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics (O / STERR)	p-value	Note.
Organizational Commitment → Employee Performance	0.264	0.265	0.144	1.841	0.066	Not Significant
Organizational Commitment → OCB	0.600	0.603	0.090	6.689	0.000	Significant
OCB → Employee Performance	0.544	0.545	0.106	5.125	0.000	Significant

Based on Table 6, it can be explained that Organizational Commitment to Employee Performance has a t-statistic value of 1.841 with a p-value of 0.066 > 0.05, so the hypothesis is rejected. Organizational Commitment to OCB has a t-statistic value of 6689 with a p-value of 0.000 <0.05, so the hypothesis is accepted. OCB on Employee Performance has a statistical value of 5.125 with a p-value of 0.000 < 0.05, so the hypothesis is accepted.

Testing the gender role as a group model. As presented in Table 7, each gender role can be explained separately through a multi-group analysis. After the construct indicator is declared valid and reliable, the next step is to analyze each group.

Table 7. Path coefficient for the male and female gender

	Original Sample (O)		Sample Mean (M)		Standard Error (STERR)		T Statistics (O / STERR)		p-value		Note	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Organizational Commitment → Employee Performance	0.360	0.209	0.299	0.215	0.439	0.195	0.916	1.073	0.402	0.284	Not Significant	Not Significant
Organizational Commitment → OCB	1.482	0.661	0.534	0.668	0.308	0.097	0.456	6.836	0.139	0.000	Not Significant	Significant
OCB → Employee Performance	0.544	0.575	0.545	0.577	0.106	0.157	0.495	3.672	0.214	0.000	Not Significant	Significant

Test results comparison multigroup (Multigroup comparison test). The calculation of each group is completed the path coefficient, and the obtained standard error are, and then the Smith-Satterthwaite test calculation can be performed. Based on the results of the standard error analysis, the related variables are listed in table 8. After obtaining the t-statistic value from the Smith-Satterthwaite test, then compared with the t value of 1.96 (for alpha 5%).

Table 8. Multigroup comparative test results between sub sample

Interrelations of	coefficient, Line and Standard Error	Sub Sample1 Male	Sub Sample2 Female	t-Statistics	t-Table	Note.
Organizational Commitment → Employee Performance	coefficient, Line	0.402	0.209	1.853	1.96	Not Significant
	Standard Error	-0,104	0.006			
Organizational Commitment → OCB	Coefficient. Standard Error	0.456	0.661	-2.518	1.96	Not Significant
OCB → Employee Performance	Coefficient Standard Error	0.081	0.008	0.495	0.575	
		0.048	0.002	-1.665	1.96	Not Significant

Discussion

Effect of organizational commitment on performance employee. Based on the results of the analysis effect organizational commitment on employee performance obtained a path coefficient of 0.264 and a p-value of $0.066 > 0.05$ (or t-statistic $1.841 < 1.96$), meaning that means hypothesis 1 (H1) was not yet acceptable. This empirical study is in line with the findings obtained by Rafiei *et al* (2014), which stated organizational commitment had no significant positive effect on employee performance. So, the higher organizational commitment which is indicated by employee involvement in every job and high loyalty to the organization is not able to improve employee performance. While the findings of this study do not support the research results of Zeinabadia (2010) and Abdul-samad *et al* (2020) that organizational commitment has a significant positive effect on employee performance. So, the higher the employee's organizational commitment shown by the indicators: employee care, Pride employees, Employee enjoyment of the organization, Individual and organizational harmony, and Willingness to work extra can make employee performance increase.

Effect of organizational commitment on OCB. Based on the results of the analysis effect organizational commitment on OCB obtained a path coefficient of 0.600 and a p-value of $0,000 < 0.05$ (or t-statistics $6.689 > 1.96$), so this meant that hypothesis 2 (H2) was acceptable. So, it can be given the meaning that the higher organizational commitment of employees will also increase the OCB of notary & PPAT employees in Bangli Regency. The results of this study are in line with the findings obtained by Hasani *et al* (2013), Prasetyo *et al* (2015), Bazgir *et al* (2018), Bashir & Gani (2019), Siregar *et al* (2019), Fazriyah *et al* (2019), Wilkanandya & Sudarma (2020) who found that organizational commitment had a significant positive effect on OCB. While it is different from the findings obtained by Bone (2018), Grego-Planer (2019) who find that organizational commitment is not a significant positive effect on OCB. Beck & Wilson (2000) calling work commitment as another term of organizational commitment, and organizational commitment is a behavioral dimension that can be used to assess employee's tendency to stay as a member of the organization analysis. The results of the above seem to support a situation where individuals embrace the values and goals of the organization and feel part of having an organization so they decide to remain in the organization and innovate for the betterment of the organization.

Effect of OCB on employee performance. Based on the results of the analysis effect OCB on employee performance obtained a path coefficient of 0.544 and a p-value of $0,000 < 0.05$ (or t-statistics $5.125 > 1.96$), so this meant that hypothesis 3 (H3) was acceptable. Hypothesis 3, which states that the higher the employee's OCB, the more employee's performance will improve. In testing hypothesis 3, it was found that employee OCB had a positive effect with a coefficient of 0.795 (positive) and a p-value of $0,000$ (or t-statistics $11.076 > 1.96$), so this meant that the hypothesis (H3) was accepted. In the sense that getting stronger or higher OCB employees will be able to improve employee performance at the Notary's office in Bangli Regency. The results of this study support the findings obtained by Lestari, (2018), Afriyanti *et al.*, (2019) who get organizational citizenship behavior (OCB) significantly positive effect on employee performance. According to the invention of (Suhartini & Nurlita, 2019), (Cun, 2012), most OCB has a positive effect and significant on performance. So, in this study, the existence of OCB employees is considered to benefit the

organization that cannot be grown using formal role obligations or by the form of contracts or compensation. If you look further, OCB is a factor that contributed positively to the work of the organization as a whole. This is following the opinion of (Oğuz, 2010) where OCB or behavior extra-role is very important because it provides better benefits to support the sustainability of the organization behavior Extra-role in organizations is very much expected by organizations to be owned by employees (Organ & Konovsky, 1989)

Testing Multigroup (moderating effect) based on gender. After the obtained Smith-Satterthwaite test was, then compared with the value of t table 1.96 (for alpha 5%), then based on table 8 it can be explained as follows:

The role of gender as a moderating effect on organizational commitment to employee performance

According to table 8 gender is not a moderator variable. This can be seen from the t-statistic value of the Smith-Satterthwaite test of $1.853 < 1.96$ (for alpha 5%), so it can be said that the two paths are not significantly different or gender is not a moderating variable.

The role of gender as a moderating effect on organizational commitment to OCB

According to table 8 gender is not a moderator variable. This can be seen from the t-statistic value of the Smith-Satterthwaite test of $-2,518 < 1.96$ (for alpha 5%), so it can be said that the two paths are not significantly different or gender is not a moderating variable.

The role of gender as a moderating effect on OCB on employee performance

According to table 8 gender is not a moderator variable. This can be seen from the t-statistic value of the Smith-Satterthwaite test of $-1,665 < 1.96$ (for alpha 5%), so it can be said that the two paths are not significantly different or gender is not a moderating variable. Based on the previous testing that in the three hypotheses raised it turns out that gender has not been tested as a moderating factor, this is following research results (Utami *et al.*, 2020) that gender does not moderate the effect of OCB on the performance of notary employees. The high or low influence of OCB on employee performance is not determined by men or women. Utami & Astakoni (2020) gender has not been able to be a variable moderating even though in a different model that is the model of leadership, motivation, and performance of teachers and education personnel. In other empirical studies, gender is able as a variable moderating in the organizational climate model, job satisfaction, and employee performance at the Tirta Mangutama regional water supply company in Badung regency (Astakoni, 2017).

CONCLUSION

The overall model evaluation results seen from the coefficient of determination can be said to be sufficient, Q-Square predictive relevance meets existing conditions and Goodness of Fit (GoF) in a large position (large) then the overall model is declared quite good. Organizational commitment has a significant positive effect on employee performance was not yet acceptable. Organizational commitment has a significant positive effect on OCB was acceptable. OCB has a significant positive effect on employee performance was acceptable. Based on testing variable moderation on the three hypotheses raised turned out to have not been tested as a moderating gender either in terms of organizational commitment to employee performance, in terms of organizational commitment to OCB, as well as in the relationship of OCB to employee performance.

Implications, scope and recommendations. The theoretical implications of this research can enrich the concept of gender roles in improving employee performance. The practical implication of this research is that the role of gender is very important in a company, it is hoped that the company will be able to uphold the principles of gender. Scope and Limitations of this study, namely that it was only conducted on notary employees in Bangli, so the results of the study cannot be generalized to different areas. Recommendation for the future research is expected to increase the number of respondents more or expand the research area, and raise more latent constructs that affect OCB and or employee performance, especially related to the notary institution. About gender as a moderating variable, bearing in mind that the results of the analysis state that it has not been tested for all the constructs raised, it is recommended to raise variables other than that are uncontrollable.

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