

**Recover Together, Recover Stronger:
Challenges and Opportunities Toward Sustainable Digital Economy**

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PREFACE

Economic growth is expected to slow down in various developed and developing countries as the Covid-19 epidemic spreads, owing to the decline of globalization and the rise of digitalization and financial risk. To deal with the global economic slowdown and to address different economic issues, the government of Indonesia implemented an economic transformation agenda. At the same time, the business sector must be able to develop a long-term competitive edge. In other words, companies must seek a long-term competitive edge by synergizing management capabilities, technological competence, and innovation strategies to respond to external trends and events.

Sustainable Collaboration in Business, Information and Innovation (SCBTII) 2022 is an international conference that brings together academics, professionals, entrepreneurs, researchers, learners, and other associated groups from all over the world interested in theories, as well as practices in the field of the digital economy for global competitiveness.

The theme of SCBTII 2022 is: "Recover Together, Recover Stronger: Challenges and Opportunities Toward Sustainable Digital Economy", which was attended by Mrs. Loto Srinaita Ginting, Special Advisor on Finance and SME Development, Ministry of State-Owned Enterprises of the Republic of Indonesia and distinguished colleagues as the speakers.

This conference has provided opportunities for presenters and participants to exchange new ideas and experiences, build research relationships, and find global partners for future collaboration successfully and effectively respond to social and technological development challenges. Thank you very much to the respected presenters and all the participants of SCBTII 2022. Please participate again in SCBTII next year.

Yuhana Astuti, S.Si.,S.E., M.T., M.Agr., Ph.D

The 13th SCBTII 2022 Chairperson

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13th SCBTII 2022

Telkom University

SUSTAINABLE COLLABORATION IN BUSINESS, TECHNOLOGY, INFORMATION AND INNOVATION

27TH JULY 2022

KEYNOTE SPEAKER

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TOPICS OF CALL FOR PAPERS

Digital-Based Management

Big Data and Data Sciences
Data Mining
E-Business
E-Government
E-Governance
Internet of Things
ICT for Society
Human Computer Interaction
Operations and Quality Management
Performance Management
Green Marketing
Consumer Behavior

Strategy, Entrepreneurship, Economics

Economics and Policy Studies
Start Up and Small Business Development
Human Capital and Talent Development
Knowledge Management
Strategic Management and Decision Making
Innovation Management

Finance and Corporate Governance

Corporate Finance
Capital Market and Investment
Financial Technology
Market Discipline
Behavioural Finance
International Finance
Risk Management
Market Microstructure
Business Ethics
Corporate Social Responsibility Sustainability
Islamic Finance

Accounting

Financial Accounting
Accounting Information System
Managerial Accounting
Capital Market
Public Sector Accounting
Islamic Accounting in banking
Social Accounting

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RUNDOWN OF SCBTII 2022 (ONLINE CONFERENCE)**Wednesday, July 27th, 2022**

Time (GMT +7)	Activities	Person in Charge
08.00 - 09.00	Open Registration and Protocol Preparation	Floor Manager 1: Tarandika Tantra, MM
09.00 - 09.10	Greetings	MC: Mediany Kriseka Putri, MAB
09.10 - 09.20	Indonesia Raya & Mars Telkom University	Host and Co-Host Floor Manager 2: Sri Rahayu, M.Ak.
09.20 - 09.30	Opening Remarks from Chairwoman	Yuhana Astuti, Ph.D
09.30 - 09.40	Opening Speeches and Opening Ceremonial	Rector of Telkom University: Prof. Adiwijaya
09.40 - 09.45	Greeting and Announcing Keynote Speaker's CV	MC: Mediany Kriseka Putri, MAB
09.45 - 10.05	Keynote Speech	Loto Srinaita Ginting (Special Advisor on Finance and SME Development, Ministry of State-Owned Enterprises of Republic of Indonesia)
10.05 - 10.10	Greeting from Dean of Faculty of Economics & Business Telkom University	Dr. Ratri Wahyuningtyas
10.10 - 10.15	Photo Session	MC: Mediany Kriseka Putri, MAB Logistic, Publication, Documentation Division
10.15 - 10.25	Opening Plenary Session and Announcing the Moderator	MC: Mediany Kriseka Putri, MAB Moderator: Heppy Millanyani, Ph.D
10.25 - 10.45	1 st Panel Discussion of Invited Speakers	Speaker 1: Prof. Hussain Rammal (The University of Adelaide, Australia)
10.45 - 11.05		Speaker 2: Dr. Tan Cheng Ling (Universiti Sains Malaysia, Malaysia)
11.05 - 11.25		Speaker 3: Dr. Andry Alamsyah (Telkom University, Indonesia)
11.25 - 11.55	1 st Panel Discussion (Q&A)	Moderator & Invited Speakers
11.55 - 12.05	Certificate of appreciation and photo session for Speakers & Moderator	Dr. Ratri Wahyuningtyas Logistic, Publication, Documentation Division
12.05 - 12.15	Closing	MC: Mediany Kriseka Putri, MAB
12.15 - 13.00	Lunch Break	-
Parallel Session Schedule		
13.00 - 15.30	Presentations of Parallel Session	Call for Paper & Program Division
End of Parallel Session (Participants Join The Plenary Room)		
15.30 - 15.40	MC Open The 2 nd Plenary Session	MC: Mediany Kriseka Putri, MAB

		Moderator: Dr. Fetty Poerwitasary
15.40 - 16.00	2 nd Panel Discussion of Invited Speakers	Speaker 4: Prof. Hitoshi Mitomo (Waseda University, Japan)
16.00 - 16.20		Speaker 5: Dr. Krishnadas Nanath (Middlesex University, Dubai)
16.20 – 16.40	2 nd Panel Discussion (Q&A)	Moderator & Invited Speakers
16.40 – 16.50	Certificate of Appreciation and Photo Session for Speakers & Moderator	MC: Mediany Kriseka Putri, MAB & Dr. Ratri Wahyuningtyas
16.50 - 17.00	Closing speech from Dean	
17.00 – 17.15	Announcement of Best Papers & Closing	MC: Mediany Kriseka Putri, MAB

Performance Improvement Of Outsourced Government Employees Through Organizational Commitment And Organizational Citizenship Behavior (Ocb)

Abstract

This article addresses the low performance of outsourced employees at the Department of Population Control, Family Planning, Women's Empowerment and Child Protection (PPKBP3A) in Ciamis Regency because the targets set in the government's performance have not been achieved. The employee is allegedly due to the absence of organizational commitment and Organizational Citizenship Behavior (OCB) of employees in meeting work targets and objectives. The aim is to understand and analyze the relationship between organizational commitment and OCB on the performance of outsourced employees at the PPKBP3A Office, Ciamis Regency. The method used is descriptive, where the analysis uses path analysis by lisrel including coefficient of determination, and correlation. The result is that there is a positive and significant relationship between OCB and OC variables on employee performance. where the results of path analysis lisrel structure equation is performance = 0.454 OC + 0.506 OCB + 0.292 e, where R2 is equal to 0.708. Outsourced employees need government treatment in an effort to increase organizational commitment and OCB so that their performance increases. Thus, it is necessary to take a series of simultaneous actions in educating outsourced employees starting from before being accepted as an employee, after being accepted and evaluating performance. This article aims to broaden the point of view of the research object that differs between permanent and outsourced employees in the field study of human resource management—another contribution for the government in implementing employee outsourcing.

Keywords—Organizational commitment; organizational citizenship behaviors; employee performance; outsourcing employees; non-government employees

I. INTRODUCTION

The success of an organization is strongly influenced by the performance of individual employees individually and collectively, which impacts its society. Therefore, every organization always tries to improve employee performance to achieve its goals through continuous improvement efforts (Luu, 2019; Nahrisah & Imelda, 2019; Pio & Tampi, 2018). However, this process does not just stop there; the classic thing in organizations is that performance targets that are not following the organization's wishes are still a problem always faced in an organization. In particular, the organization must know the factors that influence employee performance to meet the elements of causality by deduction and induction (Graham, 1991; Hanh Tran & Choi, 2019; Vipraprastha et al., 2018; Yohana, 2017). In addition, of course, in the perspective of innovative work behavior, it can be a decision for managers in terms of employee suitability, motivation, and innovative work behavior, especially in autonomous motivation (Saether, 2019).

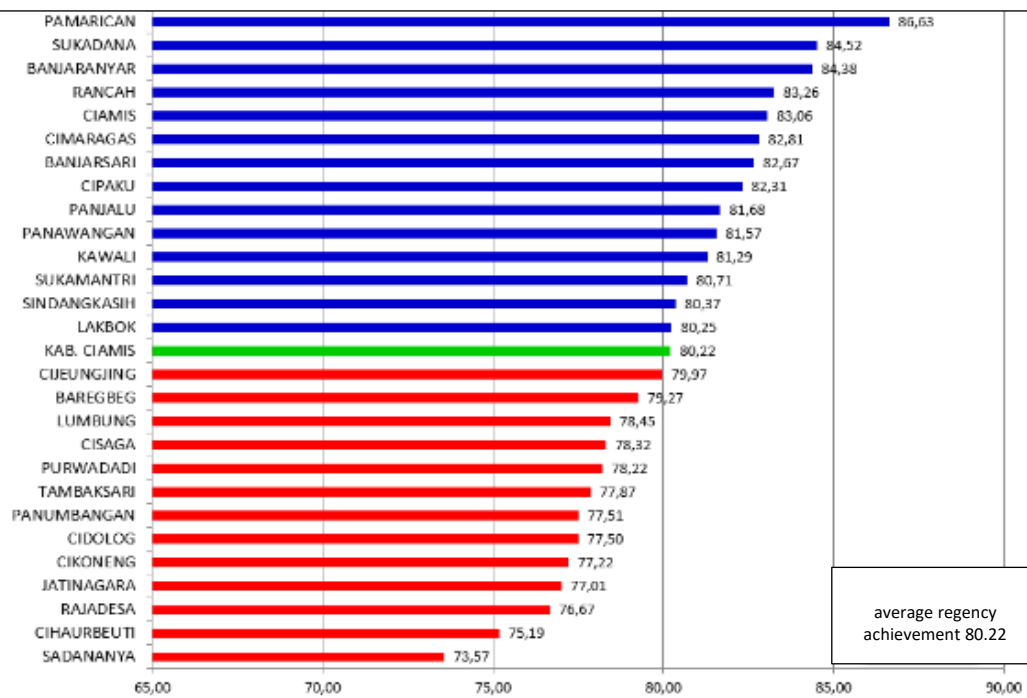
Several researchers have found that factors affect employee performance in carrying out their duties (Pio & Tampi, 2018; Ribeiro et al., 2018); it can be sourced from individual and organizational environmental factors (Griep & Vantilborgh, 2018). Organizations can improve and maximize employee performance when employees have an exemplary organizational commitment and Organizational Citizenship Behavior (OCB) in carrying out their work (Khan et al., 2020). The development of an attitude of commitment and OCB is undoubtedly essential to encourage the company's growth. On the other hand, high performance comes from organizational commitment and OCB, which provides a strong bond between employees and the organization to carry out their obligations properly according to their roles and positions. This bond is in the form of social citizenship, which is formed due to social transactions and interactions between the company and its employees (Lin et al., 2010; Vipraprastha et al., 2018).

Employees as human resources in an organization are not only required to be able to carry out their duties properly. When an employee joins an organization, it is expected that the employee will have loyalty and concern for the organization's future and is always ready to support the organization in achieving its goals (Luu, 2019). One of the efforts to achieve organizational goals is to have employees committed to the organization. Organizational commitment is needed as an indicator of employee performance in an organization in building loyalty (Podsakoff et al., 2009). Organizational commitment has the meaning of loyalty and involves a dynamic relationship and the desire of employees to make a meaningful contribution to the organization (Pristiwati, 2018). We can conclude that the higher the commitment, the higher a person's tendency to be directed to actions following

employee performance. The existence of a burden will make employees actively support all organizational activities. Therefore organizations need to pay more attention to the presence of their employees so that organizational commitment to the organization is also high. (Hutagalung et al., 2020).

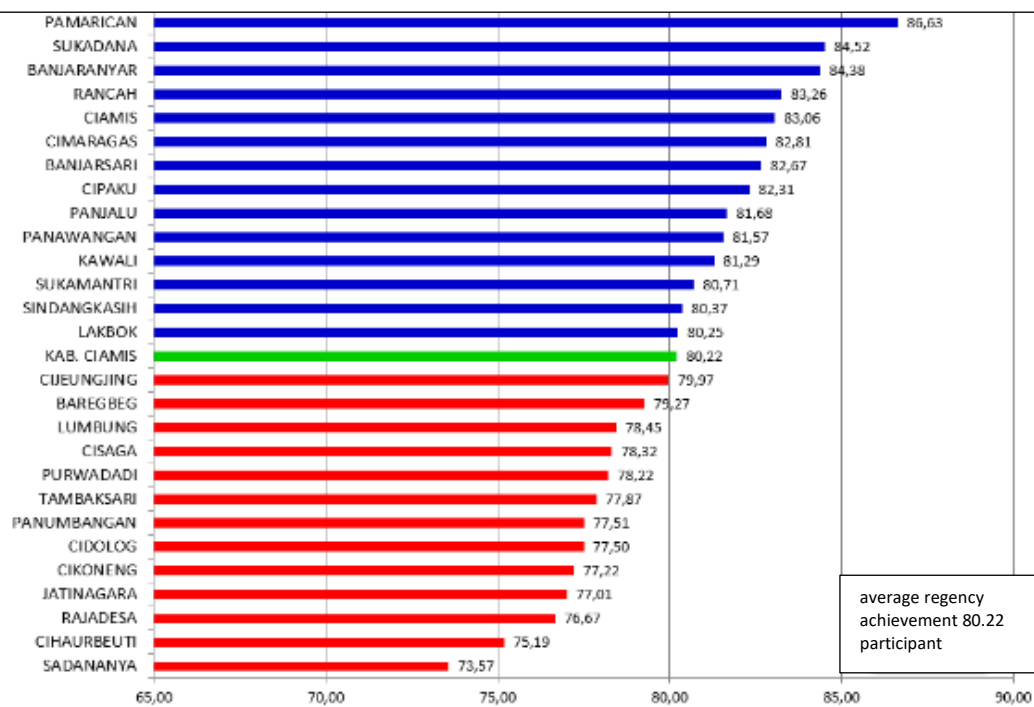
Organizational commitment and OCB within employees are two aspects that organizations highly expect to improve organizational performance. Companies that can encourage their employees always to be obedient to the values and rules in the workplace, helpful behavior, and maintain good relations with coworkers. Companies will be able to provide more significant opportunities to improve the competence of their employees, which will have an impact on work results. And the achievement of organizational goals (Jufrizen et al., 2020; Mahayasa, 2018). However, not all research focuses on outsourcing to district governments, especially those that specifically address reproductive health and control of prosperous and underprivileged families. Non-civil servant officers at the Office of Population Control, Family Planning, Women's Empowerment, and Child Protection (PPKBP3A) in Ciamis Regency are interesting to study because they have no organizational commitment, OCB. They are not permanent employees who have a long future and career path to work in a company organization, but the company also has an assessment of the performance and achievements of these employees. Outsourcing performance assessment at the PPKBP3A Office in Ciamis Regency is based on the Regulation of the Head of the National Population and Family Planning Agency Number: 87/Per/G3/2014, namely: [1] the achievement of the estimated demand for new Family Planning participants; [2] increased prevalence of contraception rate; [3] fostering active family planning participants; [4] increasing family resilience and empowerment programs through group development activities for under-five families, youth family development, elderly family development, and efforts to increase prosperous families.

Achievements of New Active Family Planning (contraception) Participants January-December 2020



a.

Achievements of New Active Family Planning (contraception) Participants January-December 2020



b.

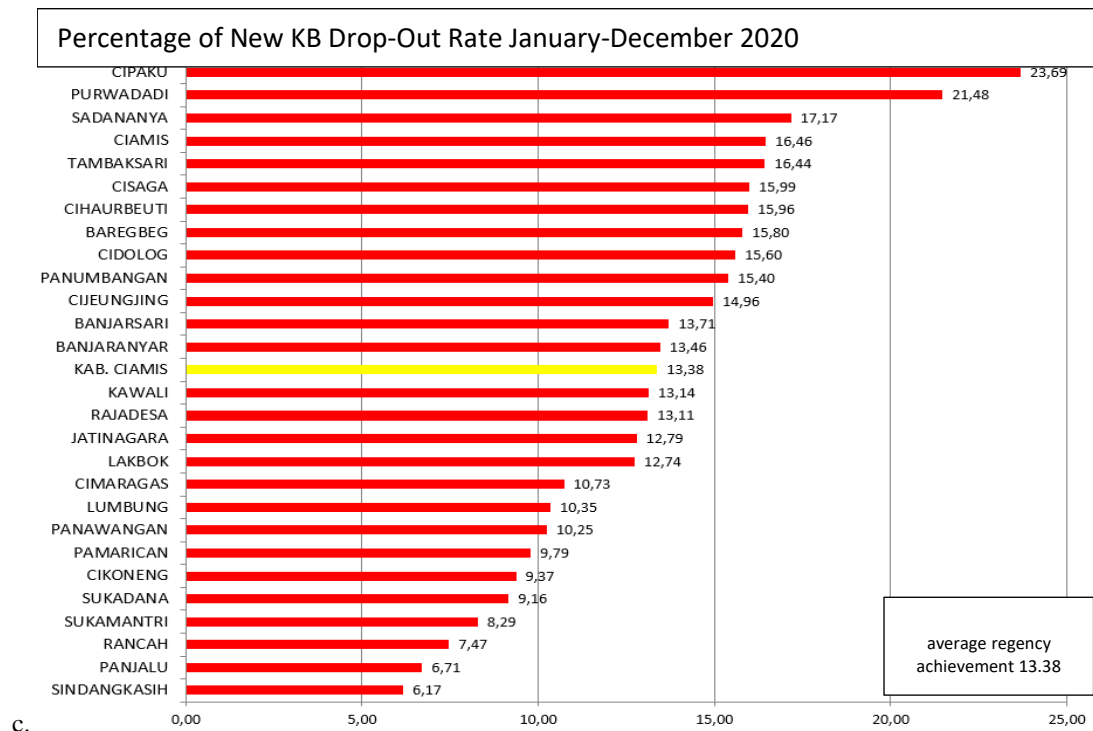


Fig 1. The performance achievements of the PPKBP3A office from January to December 2020 can be seen from: a. achievement of new family planning participants; b. achievement of active family planning participants; c. KB dropout rate percentage (Source : Dinas KB Kabupaten Ciamis, 2021)

The performance of outsourcing employees at the PPKBP3A Office in Ciamis Regency has not been optimal. Namely: the agency's performance target has not been achieved. The achievement of family planning participants and active family planning participants must be above 100%, and the use of contraception that has dropped out (mean termination) is less than 10%. Figure 1 shows that half of the sub-districts in the Ciamis Regency have not yet reached the target set. In addition, many of the achievements achieved by outsourcing employees in sub-districts are below 100.62% of the district average. Some of these districts are:

Sukadana was 98.77%, Banjarsari 98.47%, Cikoneng 97.41%, Pamarican 97.43%, Sadananya 90.98%, Cijeunjing 95.26%, Rajadesa 93.67%, Cimaragas 92.93%, Tambaksari 89.27%, Cidolog 83.46%, Banjaranyar 79.54%, and Panjalu 78.70%. In achieving new family planning participants, outsourcing performance is still, on average, 80.22%, and almost half of the sub-districts handled by outsourcing employees are still below 80%. In addition, the dropout rate for family planning participants is still high from the target of less than 10%. Still, the average Ciamis District is 13.46%, and almost all sub-districts handled by outsourcing do not reach less than 10%. The low achievement caused disappointment for the government agency because its outsourcing performance affected the government's performance.

The situation shows that the development of active family planning participants is still not optimal. This non-optimality causes a gap. Namely, outsourcing employees are considered temporary employees. Still, they have better abilities and motivation to get good performance to extend employee tenure to benefit the organization. On the other hand, the performance target set by the PPKBP3A Office in Ciamis Regency cannot be achieved, while there are fewer government employees to be able to work in the field in each sub-district. In this case, there are still no disciplined employees; there are not present without prior notification to supervisors. The employees often never helped other employees with tasks other than their respective main tasks. Employees at work are still waiting for orders from superiors, which are less than optimal. Employees' contribution in anticipating problems that occur in the organization and the lack of employee initiative in carrying out their duties.

This study aimed to improve the performance of outsourced employees at the PKBBP3A Ciamis Regency through organizational commitment and OCB. Therefore, the analysis was carried out using the stages of the influence between employee performance and organizational commitment, the impact between employee performance and OCB, and the impact between employee performance and organizational commitment and OCB.

Several researchers have found that there is a positive influence between performance on organizational commitment (Darmawan, 2021; Giyanti, 2020; Nurul Indika, 2020; Saputri et al., 2021), the effect of performance with OCB (Basalamah & Saleh, 2020; Kholifah, 2014; Pratama, 2020; Sompie et al., 2022; Sukandar, 2019), and the effect of performance on organizational commitment and OCB (Farid et al., 2019; Motowidlo, 2000; Nahrisah & Imelda, 2019; Purwantoro, 2019). However, all research by scholars has been carried out on the object of companies, institutions, or organizations where the focus is on permanent employees; this research focuses on outsourcing employees who have duties as field officers who guide the community in implementing Family Planning achievement indicators at the district level. This research is significant for contributing to the field study of organizational management and human resources on the side of outsourcing workers or non-employees of the district government. Furthermore, this research also contributes to managing human resources at the outsourcing of the Family Planning Office in districts/cities in Indonesia, which also faces the same problem as part of problem solving and human resource management policies.

II. LITERATURE REVIEW

Organizational commitment can be interpreted as shown by employees to fulfill organizational goals and objectives by implementing the organization's values with a high sense of belonging and wanting to continue to serve. Organizational commitment can be affiliated with the organization individually and collectively (Luu, 2019; Nahrisah & Imelda, 2019; Pio & Tampi, 2018). That is not transactional work in terms of wages and employment but reflects building social relationships that continue to psychological comfort (Darmawan, 2021; Nurul Indika, 2020; Saputri et al., 2021). Organizational commitment can be considered the level of employee dedication to the organization where he works, the willingness to work on behalf of the organization's interests, and the possibility of maintaining its membership (Helastika & Izzati, 2019; Qurbani & Solihin, 2021). Commitment is considered a person's power over actions related to one or more goals. In another opinion, commitment is the power to bind an individual to a movement relevant to one or more purposes (Gombe & Danladi, 2019; Wei & Tai, 2010). Finally, engagement is an attitude that reflects employee loyalty to the organization and is an ongoing process in which the participants in the organization express their concerns about the organization, its success, and well-being (Luthans, 2011). There are four general behavioral indicators of organizational commitment (Kaswan, 2011), namely: [1] willingness to help colleagues complete administrative tasks; [2] unifying the activities and priorities that are owned to achieve the goals of the larger organization; [3] understand the organization's need to achieve larger organizational goals.

The performance of employees mainly determines the success of various agency activities. The better the performance of the agency's employees, the better the performance of the company/institution. The term performance comes from the term job performance or actual performance. The quality and quantity of work employees perform when they perform their duties following their assigned responsibilities. In other words, performance is prime what employees do or don't do in carrying out their work (Priansa, 2018). The coefficient of psychological ability consists of IQ (intelligence quotient) and potential abilities called actual abilities (knowledge + ability). In addition, motivational factors are formed by employee attitudes in dealing with work situations. The mental attitude itself is a state of mind that encourages employees to do their best at work. Therefore, the mental attitude of employees needs to be prepared mentally (mentally, physically, intentional, and situationally ready). In short, employees must be mentally and physically prepared, understand the main goals and work objectives, and take advantage of the work context (Podsakoff et al., 2009; Purwantoro, 2019; Ribeiro et al., 2018).

OCB is an individual contribution that goes beyond the requirements of a role in the workplace. This OCB contains various actions that help others voluntarily assign additional responsibilities and comply with workplace rules and procedures. This behavior shows the added value of employees, which is a form of prosocial behavior. In short, it encourages positive, constructive, and meaningful social conduct (Titisari, 2014). Another opinion is As an additional role behavior of employees, the most fundamental difference is in compensation. This behavior is usually not rewarded. Individual behavior is not summed up in rewards. There is no additional incentive for employees acting in particular roles (Kurniawan & Alimudin, 2015). Based on the above definition, it can be concluded that OCB is organizational behavior for employees who work beyond the demands of the role (extra-role) outside the job description, which is voluntary and is a personal choice, has a concern for helping colleagues, obeys administrative regulations, tolerates situations that less than ideal, avoid conflicts with coworkers, and play an active role in contributing to the interests of the organization.

OCB has dimensions: [1] altruism, namely the behavior of employees helping coworkers who are having difficulties in the situation at hand regarding tasks in the organization and other people's problems. This dimension refers to giving help which is not an obligation he bears; [2] conscientiousness, showing behavior led by trying to exceed what the company expects. Voluntary behavior that is not an employee's obligation or duty. This dimension reaches far beyond the call of duty; [3] sportsmanship, namely conduct that tolerates less than ideal conditions without raising objections. Someone who has a high level of sportsmanship will increase a positive climate among employees; employees will be more polite and cooperate with others to create a more pleasant work environment; [4] Courtesy, maintain good relations with coworkers to avoid interpersonal problems. A person who has this dimension is a person who values and cares for others; and [5] civic virtue, showing behavior that indicates responsibility in organizational life (following changes in the organization, taking the initiative to recommend how can improve operations or managerial procedures and protecting corporate resources). This dimension refers to the responsibility that the organization gives to a person to improve the quality of the field of work occupied.

The cause of the non-optimal performance of outsourcing employees is the low organizational commitment due to the quiet sense of fairness and employee job satisfaction due to the high workload and inappropriate benefits. In addition, work security is not guaranteed because outsourcing employees can be laid off. Furthermore, some employees do not understand the Family Development and Family Planning program due to a lack of training (Herlina, 2014), lack of employee involvement (Mardiyanti et al., 2019; Yanti et al., 2018), and a crisis of trust within the organization. In addition to organizational commitment, the low level of OCB owned by outsourcing employees is also the cause of the non-optimal performance of the PPKBP3A Office in Ciamis Regency. In this case, there are still employees who are not disciplined, and there are employees who are not present without prior notification to superiors, there are employees who have never helped other employees with tasks other than their respective main tasks, employees at work are still waiting for orders from superiors, less than optimal. Employees' contribution in anticipating problems that occur in the organization and the lack of employee initiative in carrying out their duties.

Another critical factor that can increase productivity and affect performance in a company is behavior that leads to positive things or known as OCB (Mahayasa, 2018; Vipraprastha et al., 2018). Organizations generally believe that to achieve excellence, they must strive for the highest individual performance because, basically, individual performance affects the performance of a team or workgroup and ultimately affects the performance of the organization as a whole (Asih & Dewi, 2017). Therefore, the behavior that is demanded by organizations today is not only in-role behavior but also extra-role behavior. Extra-role behavior is critical because it provides better benefits to support its sustainability. Extra-role behavior is behavior at work that is not contained in the employee's formal job description but is highly appreciated if displayed by the employee because it increases the effectiveness and viability of the organization (Farida, 2021; Hidayati, 2019). This extra-role behavior is also known as Organizational Citizenship Behavior (OCB). OCB is a term used to identify employee behavior. OCB is a form of behavior that is an individual choice and initiative, not related to the organization's formal reward system but, in aggregate, increases organizational effectiveness. This means that this behavior is not included in the employee's job requirements or job description, so it will not be punished if it is not displayed (Srimulyani et al., 2016).

OCB is related to the manifestation of an employee as a social being (Webb, 2018). Of course, he must have good social capital in an environment. The most important is trust (Syarifudin & Ishak, 2020). OCB is a form of voluntary activity from organizational members that support managerial functions. The OCB will be low because of the accumulation of several employees who incite other employees with attitudes usually expressed in actions that show selflessness and concern for others. Employees who have OCB will control their behavior to choose the best behavior for the organization's benefit (Husniati & Pangestuti, 2018; Podsakoff et al., 2009). Successful organizations need workers who are willing to do work beyond what the organization expects. Therefore, OCB behavior in employees deserves special attention and appreciation so that employees are encouraged to do OCB. These behaviors include helping coworkers, obeying workplace rules and procedures, and volunteering for extra tasks (Pristiwati, 2018; Saputri et al., 2021). Thus the variables we chose are depicted in Figure 2.

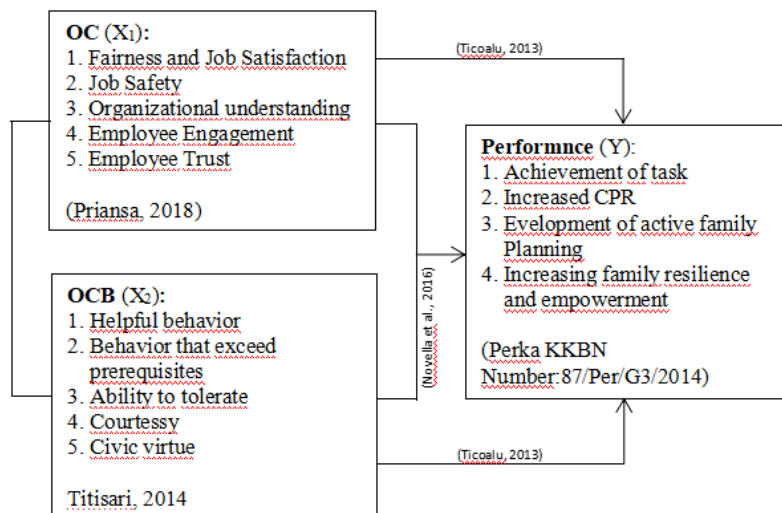


Fig 2. Research Framework

Based on the framework, the research hypotheses that we suggest are:

- H1 : OC is suspected of partially correlation employee performance.
 H2 : OCB is suspected of having a partial correlation on employee performance.
 H3 : OCB and OC are suspected to correlation employee performance simultaneously.

III. RESEARCH METHODOLOGY

The research location is the Office of Population Control, Family Planning, Women's Empowerment and Child Protection, Ciamis Regency, located at Jalan Jendral Ahmad Yani, No. 38 Ciamis District. The research schedule that the author uses is for eight months, starting from November 2020 to August 2021. The total population in this study is all outsourced employees in the PPKBP3A Office of Ciamis Regency, with as many as 116 employees. This study simplifies the population, namely the number of outsourced 116 employees, by calculating the sample size using the Slovin technique. The number of sampling are 54 people from all the total outsourcing employees. This study uses a quantitative descriptive approach according to the research problem has two qualitative and quantitative points of view.

Data collection is a systematic and standard procedure to obtain the required data, and data collection can be carried out in various natural settings (Arifin, 2020; Sugiyono, 2017). The data collection activities used in this study are: [1] Literature research is carried out by searching scientific journals, books, data collection, government documents, and reports which will then compile as supporting data; [2] Field search, which was carried out utilizing observation and obtaining perception data using the instrument on the questionnaire. The questionnaire results will be in the form of numbers, statistical analysis tables, and research descriptions and conclusions. This questionnaire contains statements that contain the variables X and Y. The assessment of the questionnaire uses a numerical rating from a weighted value of one to five. Where do not agree (1); disagree (2); hesitant (3); consent (4); strongly agree (5). [3] interviews were conducted by collecting data by asking for an explanation directly from the parties concerned. Collecting data using a questionnaire, namely by asking or making a list of questions addressed to respondents that logically relate to the research problem. Data analysis uses path analysis from Lisrel 8.70 software to facilitate the analysis process. We chose the path analysis to answer the hypothesis and explained its causality through correlation and regression testing through the direct path. The model used is path analysis-multiple regression. We decided this because the sampling was less than 100, in addition to knowing the correlation between two exogenous variables, X_1 , X_2 , and one endogenous variable, Y, without intervening variables. The variables in this study include OC (X_1) yaitu fairness and job satisfaction, job safety, organizational understanding, employee engagement, employee trust (Priansa, 2018). Untuk OCB (X_2) variabel yang digunakan meliputi helpful behavior, behavior that exceed prerequisites, ability to tolerate, courtessy, and civic virtue (Titisari, 2014). Variabel Performance (Y) adalah schievement of task, increased CPR, evelopment of active

family Planning, and increasing family resilience and empowerment (Perka KKBN Number:87/Per/G3/2014). Adapun rumus yang digunakan untuk path analysis model regresi berganda adalah :

$$Y = \rho_{yx_1} + \rho_{yx_2} + \varepsilon \quad (1)$$

Dimana :

ρ = regression coefficient

Y = performance

X1 = OC

X2 = OCB

ε = standard error

The direct effect of X_1 on Y was; $H_0: X_1Y = 0$ (There is no significant effect of OC on performance); $H_a: X_1Y \neq 0$ (There is a significant effect of OC on performance). Criteria: a) H_0 is rejected, or H_a is accepted if the significance is < 0.05 ; H_0 is received, or H_a is rejected if the significance is > 0.05 . The direct effect of X_2 on Y was; $H_0: X_2Y = 0$ (There is no significant effect of OCB on performance); $H_a: X_2Y \neq 0$ (There is a significant effect of OCB on performance). Criteria: a) H_0 is rejected, or H_a is accepted if the significance is < 0.05 ; H_0 is received, or H_a is rejected if the significance is > 0.05 .

Secara simultan causalitasnya adalah The direct effect of X_1, X_2 on Y was; $H_0: X_1X_2Y = 0$ (There is no significant effect of OC and OCB on performance); $H_a: X_1X_2Y \neq 0$ (There is a significant effect of OC and OCB on performance). Criteria: a) H_0 is rejected, or H_a is accepted if the significance is < 0.05 ; H_0 is received, or H_a is rejected if the significance is > 0.05 .

IV. RESULT / FINDING

A. *The effect of organizational commitment on performance*

This analysis is used to predict changes in the weight of certain variables when other variables change (see Appendix 1). The findings in the correlation coefficient test of organizational commitment (X_1) on employee performance (Y) found that the correlation coefficient test above can be seen that the correlation coefficient between organizational commitment variables and the implementation of outsourced employees at the PKBP3A Office in Ciamis Regency is 0.454. the number meaning a positive correlation between the variables of organizational commitment and employee performance with the correlation coefficient in the interval 0.400 – 0.599. The correlation coefficient means between commitment and employee performance has a middle internship. The result (r) is also positive. The correlation value obtained from Performance on OC is positive, it means that the higher the Performance, the stronger the influence on OC. From the correlation results obtained a number of 0.454 with a probability value (sig) = 0.000 (0.000 < 0.05). Because sig < 0.05 then H_0 is rejected and H_a is accepted. This means that there is a positive and significant relationship between the Performance variable and OC. Showing the relationship between organizational commitment and employee performance has a positive relationship, where the novelty is that if organizational commitment increases, employee performance also increases.

C. *Effect of OCB on employee performance*

Conducted this analysis to see the effect of OCB on the performance of outsourced employees at the PPKBP3A Office in Ciamis Regency (see Figure 2). In the calculation of the correlation coefficient test above, it can be seen that the correlation coefficient between the variable commitment to OCB and the performance of outsourcing employees at the PPKBP3A District Office. Ciamis is 0.506, which means a positive correlation between organizational commitment variables and employee performance with the correlation coefficient in the interval 0.800 – 1,000, so the correlation coefficient between OCB and employee performance has a middle relationship.

From the analysis results above, the value of r is also positive, meaning that the relationship between OCB and employee performance has a positive relationship. The correlation value obtained from Performance on OCB is positive, it means that the higher the Performance, the stronger the influence on OCB. From the correlation results obtained a number of 0.506 with a probability value (sig) = 0.000 (0.000 < 0.05). Because sig < 0.05 then

Ho is rejected and Ha is accepted. This means that there is a positive and significant relationship between the Performance variable and OCB.

C. The effect of organizational commitment and OCB on employee performance

Simultaneously analysis was used to determine the relationship between organizational commitment variables (X₁) and Organizational Citizenship Behavior (X₂) together on employee performance (Y) on outsourcing employees at the PKBBP3A Office, Ciamis Regency, through the data generated in Appendix 3. Furthermore, in regression analysis, multiple variables are used to predict the value of the dependent variable (Y) if the independent variables are at least two or more. A multiple linear regression test was used to causalities determine the degree or strength of the relationship between variables X₁ and X₂ with Y. Based on path analysis Lisrel results, it can see that the equation is Performance = 0.454 OC + 0.506 OCB + 0,292 e. The equation means that if OC increases by 1, the value of performance will increase by 0.454, and if an increase in OCB increases by (1), the value of Y will increase by 0.506. If OC and OCB = 0 or do not change then the value of Y = 0.292.

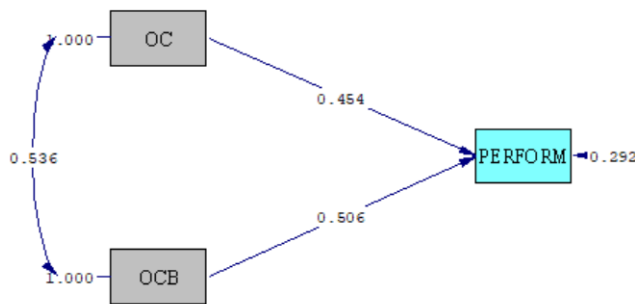


Fig 3. Path Analysis Results

Tabel 1. Covarian Results of OC, PCB to Performance

	Performance	OC	OCB
Performance	1.000		
OC	0.725	1.000	
OCB	0.749	0.536	1.000

Tabel 2. Correlation Matrix of Independent Variables

	OC	OCB
OC	1.000 (0.198) 5.050	
OCB	0.536 (0.159) 3.375	1.000 (0.198) 5.050

The correlation value obtained from the performance of OCB and OC is positive, it means that the stronger the performance, the higher the effect on OCB and OC. From the correlation results obtained numbers of 0.454 and 0.506 with a probability value (sig) = 0.000 (0.000 < 0.05). Because sig < 0.05 then Ho is rejected and Ha is accepted. This means that there is a positive and significant relationship between OCB and OC variables on employee performance. From the results above, the value of r is also positive 0,708, which means that the relationship between organizational commitment and OCB on employee performance has a positive relationship. This means that if organizational commitment and OCB increase, employee performance will also increase.

V. DISCUSSION

6. *Organizational commitment affects employee performance.*

The organizational commitment to outsourcing employees at the P2KBP3A Office in Ciamis Regency is in positif results. The correlation test results show that organizational commitment has a relationship with employee performance of 0.454. That means a positive correlation between organizational commitment variables and employee performance variables with a correlation coefficient between the interval 0.400-0.599. Therefore, it can be seen that the correlation coefficient between organizational commitment variables and employee performance has a moderate relationship.

Correlation illustrates that if organizational commitment is appropriately implemented, the performance of outsourcing employees at the P2KBP3A Office in Ciamis Regency will increase. The results of this study are in line with Priansa's (2016) opinion that organizational commitment is essential because employees who have a solid obligation to the organization will display their best performance and are productive in carrying out their work. Therefore, a strong organizational commitment to employees will affect the performance exhibited by employees.

As an outsourced employee of the Ciamis Regency P2KBP3A Office, the Field Extension Officer can be said to have moderate organizational commitment. Based on the research results on respondents, we can see that this is because there are indicators of organizational commitment that are still low, namely indicators of job security and justice and job satisfaction. However, other indicators include having a good understanding of the organization, high employee involvement, and high trust in the organization. Thus, if the organizational commitment is exemplary, it will support employee performance.

Based on this, can conclude that the results of this study support the hypothesis that there is an influence between organizational commitment on employee performance. In theory, the relationship between the two variables, namely organizational commitment to employee performance, is acceptable. Association means that the higher the managerial responsibility of the employee, the employee's performance will increase. In other words, there is evidence that organizational commitment is one of the factors that affect employee performance.

7. *OCB affects employee performance*

OCB affects the results. The findings show that the OCB of outsourced employees at the P2KBP3A Office of Ciamis Regency is included in the high category. The correlation test results show that OCB has a relationship with employee performance of 0.506, the number means a positive correlation between the OCB variable and the employee performance variable with the correlation coefficient between the interval 0.800-1,000, so the number means that the correlation coefficient between the OCB variable and employee performance has a strong relationship. Therefore, based on the results of the hypothesis test, the variable that the hypothesis is accepted. Thus, OCB has a positive effect on employee performance. Furthermore, we can illustrate that if OCB is adequately implemented, the outsourcing of the P2KBP3A Office in the Ciamis Regency will increase.

The results of this study are in line with the opinion that the facts show that organizations with employees who have good OCB will have better performance than other organizations (Basalamah & Saleh, 2020; Giyanti, 2020; Nurul Indika, 2020). OCB is a unique aspect of individual activity in performance. Organizations will succeed if employees are not only doing their main tasks (Farid et al., 2019; Pio & Tampi, 2018; Ribeiro et al., 2018) but are also willing to do extra tasks, such as being willing to cooperate, help, give advice, actively participate, provide additional services to service users, and are eager to use their working time effectively (Hanh Tran & Choi, 2019; Yohana, 2017). Prosocial behavior or extra actions beyond the defined role description in the organization or company are referred to as OCB. Successful organizations need employees who will do more than just their formal duties and are willing to deliver performance that exceeds expectations. Organizations want employees to be ready to perform tasks that are not listed in their job descriptions (Kholifah, 2014; Sukandar, 2019).

Based on the explanation above, we can conclude that the results of this study support the hypothesis that there is an influence between OCB on employee performance. In theory, the relationship between the two variables, namely OCB on employee performance, is acceptable. Therefore, we can mean that the higher the OCB owned by the employee, the employee's performance will increase. In other words, there is evidence that OCB is one of the factors that affect employee performance.

8. *Organizational commitment and OCB affect an employee.*

Based on the analysis findings, organizational commitment and OCB of outsourcing employees at the P2KBP3A Office of Ciamis Regency are included in the high category. Furthermore, the results of the calculation of multiple correlation analysis show that the relationship between organizational commitment and OCB has a connection with employee performance structured $\text{Performance} = 0.454 \text{ OC} + 0.506 \text{ OCB} + 0,292 \text{ e}$. The number means a positive correlation between the OCB variable and the employee performance variable, with a correlation coefficient between 0.800-1,000 intervals. Therefore, We can see that the correlation coefficient between organizational commitment variables and OCB with employee performance has a good relationship.

Therefore, based on the results of the hypothesis test, we can conclude can see that the hypothesis is accepted. Thus, organizational commitment and OCB have a positive and significant effect on employee performance. The result illustrates that if organizational commitment and OCB are appropriately implemented, the performance of employees on outsourcing employees at the P2KBP3A Office in Ciamis Regency will increase. The positive value result is in line with the opinion of Kashmir (2016), which states that the factors that influence the achievement of performance are ability, expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty and commitment (Kasmir, 2016).

The results of the research that the author did complement and strengthen the results of research conducted by researchers Novelia et al. (2013), which tested the effect of commitment and OCB on performance (Study on Nursing Personnel at the Regional General Hospital dr. Soegiri Lamongan) with research results showing that simultaneously organizational commitment and OCB have a positive and significant effect on employee performance (Novelia et al., 2016). Based on the discussion above, we can conclude that the results of this study support the hypothesis that there is an influence between organizational commitment and OCB on employee performance. In theory, the relationship between the three variables, namely organizational commitment and OCB on employee performance, is accepted. The better the organizational commitment and OCB, the employee's performance will increase. In other words, there is also evidence that organizational commitment and OCB are factors that affect employee performance.

VI. CONCLUSION AND RECOMMENDATION

Based on the findings and results, can understand that performance on OC is positive and significant, it means that the higher the Performance, the stronger the influence on OC. The correlation test results show that organizational commitment and employee performance have a moderate level of relationship, and the results of the coefficient of determination have a positive influence as well. Based on the results of hypothesis testing, it is known that the hypothesis is accepted.

OCB on outsourced employees of the Ciamis Regency P2KBP3A Service is included in the Very High category. Based on the results of the analysis, it can be concluded that there is a positive and significant relationship between the Performance variable and OCB, it is known that the hypothesis is accepted. Thus, OCB has a positive and significant effect on employee performance, meaning that if OCB is high, employee performance will increase.

The performance of outsourced employees at the P2KBP3A Office in Ciamis Regency is included in the high category. Based on the results of the path analysis, it can be concluded that there is a positive and significant relationship between OCB and OC variables on employee performance. Likewise, based on the hypothesis test results, it is known that the hypothesis is accepted. Thus, organizational commitment and OCB have a positive and significant effect on employee performance. The result means that employee performance will increase if organizational commitment and OCB are high.

Based on the conclusions and results of research regarding the effect of organizational commitment and OCB on outsourcing employees at the P2KBP3A Office of Ciamis Regency, suggestions for the same corporate management policy as managing to outsource in government are based on respondents' responses to organizational commitment. Can See that the job security indicator has the highest score. Low. Organizations should pay more attention to employees, especially on work security, so that employees feel safe and comfortable being part of the organization to increase work productivity. In addition, the organization must also try to maintain and improve the abilities and skills of employees so that they can complete tasks well, and employees who excel need to be appreciated.

Based on the respondent's response to OCB, that is an indicator of sportsmanship, namely behavior that tolerates less than ideal conditions in the organization without raising objections. The test means that the organization must pay more attention to the situation and requirements in the field. Because this dimension of sportsmanship goes well, employees will perform various tasks that far exceed the organization's expectations and can face all conditions and challenges in the field to improve performance achievements. Based on respondents' responses regarding employee performance, it is known that the initiative indicator gets the lowest score. It is hoped that the organization will always provide guidance, routine training, and evaluation aimed at creating employees who have creative and innovative ideas to improve the achievement of the Family Development and Family Planning program following the expected targets.

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