

THE EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND BURN OUT ON ORGANIZATIONAL COMMITMENT AND WORK QUALITY AS AN INTERVENING VARIABLE IN BANK INDONESIA REPRESENTATIVE OFFICE PEMATANGSIANTAR

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ABSTRACT

This study aims to explore how Organizational Citizenship Behavior and burnout influence work quality, with organizational commitment as an intermediary variable at the Bank Indonesia Representative Office in Pematangsiantar . Quantitative methods were used in this study, employing survey techniques. Information was collected using questionnaires distributed to staff at the Bank Indonesia Representative Office in Pematangsiantar and analyzed using Partial Least Squares (SmartPLS)-based Structural Equation Modeling (SEM). The results indicate that Organizational Citizenship Behavior positively and significantly influences organizational commitment and work quality. Conversely, burnout negatively and significantly influences organizational commitment but does not show a significant direct effect on work quality. Furthermore, organizational commitment positively and significantly influences work quality.

The indirect effect analysis highlights that burnout negatively and significantly affects work quality through organizational commitment, while Organizational Citizenship Behavior does not significantly affect work quality through organizational commitment. These results indicate that organizational commitment acts as an intermediary variable in the relationship between burnout and work quality, but does not mediate the relationship between Organizational Citizenship Behavior and work quality. This study aims to provide theoretical contributions to the field of human resource management and practical guidance for the Bank Indonesia Representative Office in Pematangsiantar in improving employee work quality by managing burnout, enhancing Organizational Citizenship Behavior, and fostering organizational commitment.

Introduction

In an increasingly dynamic and competitive work environment, companies must effectively manage their human resources to achieve peak performance. A crucial element in meeting company goals is employee commitment to the organization. This commitment reflects an employee's loyalty, emotional attachment, and willingness to continue contributing to the business. This commitment is crucial because it can impact productivity, employee retention, and the organization's overall success. In the workplace, out-of-role behavior, also known as Organizational Citizenship Behavior (OCB), plays a crucial role in fostering organizational commitment. OCB encompasses voluntary actions by employees that are not explicitly outlined in their job roles but enhance organizational effectiveness, such as helping coworkers, going above and beyond their job duties, and maintaining a positive outlook on the company. Employees who exhibit high levels of OCB typically demonstrate greater commitment to the organization because they are actively engaged in their roles and the work environment.

Conversely, negative factors such as burnout can significantly impact organizational commitment. Burnout is a state of emotional, physical, and mental exhaustion resulting from prolonged work stress. This exhaustion can cause workers to feel unmotivated, unappreciated, and exhibit a decline in the quality of their work, ultimately undermining their commitment to the organization. Furthermore, work quality is a key factor linking Organizational Citizenship Behavior (OCB), burnout, and organizational commitment. High work quality indicates efficiency, effectiveness, and thoroughness in completing tasks. Employees with high levels of OCB typically demonstrate higher work quality, while those experiencing burnout typically experience a decline in work quality. Therefore, work quality can serve as a mediating factor in the relationship between OCB, burnout, and organizational commitment.

Observations indicate that not every employee consistently engages in high levels of Organizational Citizenship Behavior (OCB), and intense work stress can lead to burnout. This situation influences variations in organizational commitment and results in inconsistent work quality. Under such circumstances, organizational commitment is believed to be an important factor acting as a mediator linking the effects of OCB and burnout on work quality. High levels of OCB have the potential to increase organizational commitment, which in turn leads to better work quality. On the other hand, uncontrolled burnout can reduce organizational commitment and decrease the quality of work produced by employees. Considering this situation, it is important to investigate how Organizational Citizenship Behavior and burnout impact work quality, with organizational commitment acting as a mediating variable, specifically at the Bank Indonesia Representative Office in Pematangsiantar. This study aims to offer a practical understanding of how these factors interact and provide a basis for companies to develop human resource management strategies focused on continuously improving employee work quality.

To strengthen the research, the researcher conducted a preliminary survey as evidence to support the occurrence of the event among a group of 38 workers. From this group, 15 employees were selected for the preliminary survey, and the table for the preliminary survey is outlined below:

Table 1 Pre Survey Organizational Citizenship Behavior (X1)

No	Related Statements <i>Organizational Citizenship Behavior</i>	Yes	Percentage	No	Percentage
1	I am willing to help coworkers who need help without being asked.	3	20%	12	80%
2	I always comply with the rules and procedures that apply in the organization.	5	33.3%	10	66.7%
3	I remain positive and sporty even when facing difficult situations at work.	6	40%	9	60%

Based on the findings from the employee survey, it is clear that many performance areas require further focus. Regarding the statement, "I am willing to help colleagues who need assistance without being asked," only 3 participants (20%) answered positively, while the majority, 12 participants (80%), answered negatively. This indicates that most staff members do not voluntarily offer assistance to their colleagues. Regarding the statement, "I always follow the organization's rules and procedures," 5 participants (33.3%) answered yes, while 10 participants (66.7%) said no. These data indicate that compliance with organizational rules and procedures remains unsatisfactory among employees. Furthermore, regarding the statement, "I remain positive and sporting even in challenging work situations," 6 participants (40%) answered affirmatively, while 9 participants (60%) said no. This implies that employees need to improve their ability to maintain a positive mindset when facing work difficulties. In summary, the survey results indicate that employee performance, particularly regarding compliance with regulations, maintaining a positive outlook, and willingness to help colleagues, is at a level that requires improvement. Initiatives to increase motivation, provide training, and facilitate internal coaching are essential to help improve this performance.

Table 2 Pre- Survey Bruntout (X2)

No	Related Statements <i>Bruntout</i>	Yes	Percentage	No	Percentage
1	I feel physically and emotionally exhausted from work.	7	46.7%	8	53.3%
2	I have difficulty concentrating or controlling my emotions at work.	4	26.7%	11	73.3%
3	I feel psychologically distanced from my work.	2	13.3%	13	86.7%

According to preliminary survey findings on burnout, nearly half of participants (46.7%) reported feeling physically and emotionally exhausted by their work, while 53.3% did not report such feelings. When asked about their ability to focus or manage their emotions, only 26.7% of participants found it challenging, while 73.3% managed to maintain control over their concentration and feelings. Regarding the question of psychological detachment from work, only 13.3% experienced this, while 86.7% felt psychologically engaged with their work. In short, the overall incidence of burnout remains quite low, although some workers do show signs of physical and emotional exhaustion.

Table 3 Pre- Survey of Work Quality (Y)

No	Related Statements Quality of Work	Yes	Percentage	No	Percentage
1	I completed the work on time according to the target.	7	46.7%	8	53.3%
2	I rarely make mistakes in my work.	6	40%	9	60%
3	My work results are in accordance with established standards and procedures.	5	33.3%	10	66.7%

Based on the findings of the employee performance survey, it was revealed that most respondents were not yet demonstrating peak performance. Regarding the question "I complete my work according to schedule and targets," 7 respondents, or 46.7%, answered positively, while 8 respondents, or 53.3%, answered negatively. This indicates that some employees still struggle to meet task completion time targets. Furthermore, when asked "I rarely make mistakes in my work," 6 respondents, or 40%, agreed, while 9 respondents, or 60%, disagreed. This finding suggests that the level of accuracy and care in completing tasks needs to be improved. Finally, regarding the question "The results of my work are in

accordance with established standards and procedures," only 5 respondents, or 33.3%, answered yes, while the majority, 10 respondents, or 66.7%, answered no. This indicates that most employees are not yet fully able to comply with relevant work standards and protocols. In short, the survey findings indicate that there is a need to improve employee performance, particularly in terms of meeting deadlines, accuracy, and ensuring that work results align with organizational standards.

Table 4 Organizational Commitment Pre- Survey (Z)

No	Related Statements Organizational Commitment	Yes	Percentage	No	Percentage
1	I feel proud to be part of this organization.	5	33.3%	10	66.7%
2	I want to stay working in this organization in the long term.	7	46.7%	8	53.3%
3	I have positive feelings towards this organization.	4	26.7%	11	73.3%

According to the survey findings, employee engagement levels remain quite low. Among survey respondents, 33.3% reported feeling proud to be part of the company, while 66.7% did not feel this way. Regarding their intention to remain with the company long-term, 46.7% answered yes, while 53.3% disagreed, indicating a lack of interest in staying. Furthermore, only 26.7% of participants expressed positive sentiments toward the organization, while the majority, 73.3%, did not feel the same. In short, these findings suggest that employee dedication and affiliation with the organization need to be improved through initiatives that foster loyalty and stronger emotional bonds.

Problem Identification

1. Employee work quality at the Representative Office of Bank Indonesia Pematangsiantar is not yet consistently optimal.
2. Employee Organizational Citizenship Behavior (OCB) has not been implemented evenly.
3. High work demands have the potential to cause burnout among employees.
4. The level of employee organizational commitment shows varied conditions.
5. The influence of OCB and burnout on work quality through organizational commitment is not yet empirically known.

Formulation of the problem

Based on the background of this research, the problem formulation is as follows:

1. Does Organizational Citizenship Behavior affect the work quality of employees at the Representative Office of Bank Indonesia Pematangsiantar?

2. Does Burnout affect the work quality of employees at the Representative Office of Bank Indonesia Pematangsiantar?
3. Does Organizational Citizenship Behavior affect the organizational commitment of employees at the Representative Office of Bank Indonesia Pematangsiantar?
4. Does Burnout affect the organizational commitment of employees at the Representative Office of Bank Indonesia Pematangsiantar?
5. Does organizational commitment affect the work quality of employees at the Representative Office of Bank Indonesia Pematangsiantar?
6. Does Organizational Citizenship Behavior affect the work quality of employees through Organizational Commitment at the Representative Office of Bank Indonesia Pematangsiantar?
7. Does Burnout affect the work quality of employees through Organizational Commitment at the Representative Office of Bank Indonesia Pematangsiantar?

Research Excellence

1. Theoretical Advantages

The findings of this investigation are expected to contribute to the advancement of human resource management knowledge, particularly in areas such as Organizational Citizenship Behavior, burnout, organizational dedication, and job excellence. This study also aims to enhance empirical research on the influence of organizational dedication as a mediating factor in clarifying the relationship between work behavior and employee psychological states related to job excellence.

2. Practical Advantages

a. For the Bank Indonesia Representative Office located in Pematangsiantar

The results of this study are intended to provide insight for management in designing human resource management strategies, especially in efforts aimed at improving employee work excellence by strengthening Organizational Citizenship Behavior, overcoming work fatigue, and fostering organizational dedication.

b. For Leadership and Management

This study can serve as a basis for creating employee growth strategies, managing workloads effectively, and building a supportive work environment to reduce work burnout levels and increase employee loyalty to the organization.

c. For Future Researchers

This study is intended to be a resource and comparative tool for future researchers interested in examining similar variables or building a research framework by integrating additional variables or exploring different subjects.

Organizational Commitment

According to Wibawa et al. (2019), organizational commitment is viewed as a value orientation towards the organization that indicates the employee's thinking to remain with the organization and strive to achieve organizational goals.

According to Mardiyana et al. (2019), organizational commitment can be interpreted as a situation where an employee sides with a specific organization by accepting its values and goals and has the desire to maintain membership in the organization.

Indicators of Organizational Commitment

According to Mardiyana et al. (2019), indicators of organizational commitment can be divided into several categories reflecting the level of employee commitment to the organization. The following are the organizational commitment indicators explained in their research:

1. **Affective Commitment:**
2. **Continuance Commitment**
3. **Normative Commitment:**

Factors Influencing Organizational Commitment

Factors influencing organizational commitment according to Mardiyana et al. (2019):

1. Organizational Citizenship Behavior (OCB), voluntary behavior of employees that supports the organization.
2. Burn-Out, work fatigue that reduces employee attachment.
3. Work Quality, effectiveness and efficiency of employees in completing tasks.
4. Work Environment / Organizational Support, facilities, leadership, and a conducive work atmosphere.
5. Job Satisfaction, employee satisfaction with the work performed.
6. Work Motivation, internal drive of employees to achieve organizational goals.
7. Reward / Recognition, appreciation given by the organization for employee performance.
8. Organizational Communication, openness of information and interaction among organizational members.

Work Quality

According to Mangkunegara (2017), work quality refers to the level of thoroughness, neatness, and accuracy in completing work, reflecting individual effectiveness and efficiency in working. According to Hasibuan (2017), work quality is the level of excellence or perfection of work results achieved by someone in carrying out their duties and responsibilities according to established standards.

Indicators of Work Quality

Indicators of Work Quality according to Hasibuan (2017) consist of 4 indicators as follows:

1. Timeliness in completing work
2. Low error rate in work
3. Conformity of work results with established standards
4. Creativity in work

Organizational Citizenship Behavior (OCB)

According to Suzana (2017), Organizational Citizenship Behavior (OCB) is workplace behavior in accordance with personal assessment that exceeds a person's basic work requirements. According to Aprianti (2019), Organizational Citizenship Behavior is defined as individual behavior that is discretionary, which is not directly and explicitly expected by the formal reward system, and which overall promotes the effectiveness of organizational functions.

Indicators of Organizational Citizenship Behavior (OCB)

According to Aprianti (2017), dimensions of organizational citizenship behavior that can measure the style of organizational citizenship behavior are:

1. Altruism (helping attitude). This attitude is shown by helping others, in this case, coworkers.
2. Conscientiousness (obedience to rules). Behavior shown by employees by fulfilling requirements set by the organization.
3. Sportsmanship (positive and sporting attitude). The willingness of employees to tolerate other employees who complain.

Burnout

According to Schaufeli, De Witte, & Desart (2018), burnout is an overwhelming exhaustion condition due to an imbalance between job demands and available resources to cope with them. This condition can cause individuals to feel overwhelmed, lose motivation, and experience impaired psychological well-being.

According to Maslach & Leiter (2018), burnout is defined as a psychological syndrome that arises due to prolonged and poorly managed work stress. Burnout consists of three main dimensions, namely emotional exhaustion, depersonalization (negative or cynical attitude towards work), and reduced personal accomplishment.

Indicators of Burnout

Indicators according to Schaufeli, Witte, & Desart (2018) are four indicators as follows:

1. Exhaustion: Feeling extremely tired physically and mentally.
2. Cognitive and Emotional Problems: Difficulty concentrating, easy forgetfulness, and experiencing emotional instability.
3. Psychological Distance from Work: Feeling emotionally detached from work, lack of interest, and loss of motivation.
4. Psychosocial Disturbance: Experiencing prolonged stress that affects social relationships and mental well-being.

Conceptual Framework

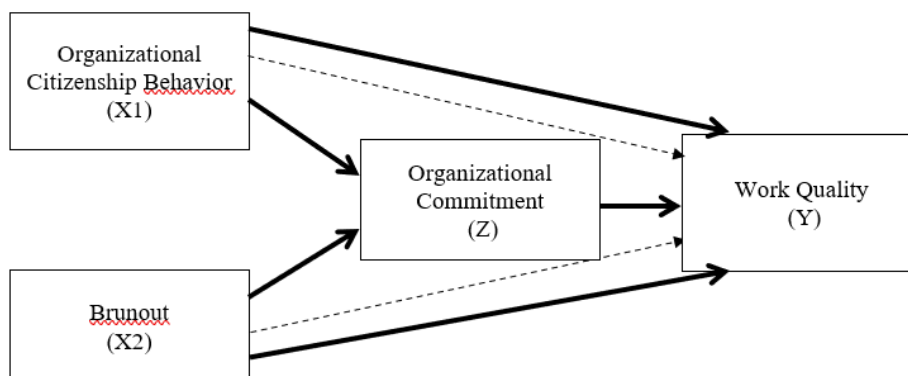


Figure 1 : Conceptual Framework

Source : Smart PLS3.3.3

Hypothesis

After forming a conceptual framework, the hypothesis of this research is as follows:

1. Organizational Citizenship Behavior has a positive effect on employee work quality at the Representative Office of Bank Indonesia Pematangsiantar.
2. Burnout has a negative effect on employee work quality at the Representative Office of Bank Indonesia Pematangsiantar.
3. Organizational Citizenship Behavior has a positive effect on employee organizational commitment at the Representative Office of Bank Indonesia Pematangsiantar.
4. Burnout has a negative effect on employee organizational commitment at the Representative Office of Bank Indonesia Pematangsiantar.
5. Organizational commitment has a positive effect on employee work quality at the Representative Office of Bank Indonesia Pematangsiantar.
6. Organizational Citizenship Behavior has a positive effect on employee work quality through Organizational Commitment at the Representative Office of Bank Indonesia Pematangsiantar.
7. Burnout has a negative effect on employee work quality through Organizational Commitment at the Representative Office of Bank Indonesia Pematangsiantar.

Research Type Method

This research uses quantitative as the research type as a research requirement. Quantitative (Sugiyono, 2022) is research based on positivism aimed at examining specific populations or samples. Data analysis in quantitative research is statistical with the aim of describing and testing predetermined hypotheses.

Research Population

This research uses the entire population of employees at the Representative Office of Bank Indonesia, Sumatera Province, as the population, totaling 38 employees. According to Sugiyono (2022), a population is a generalization area consisting of objects/subjects that have specific quantities and characteristics determined by the researcher to be studied and then conclusions are drawn.

Research Sample

The researcher intends to use the entire population as the sample in this study, totaling 38 employees. Since the researcher uses the entire population as the sample, this research technique uses a saturated sampling technique where the researcher uses the entire population as the sample. According to Sugiyono (2022), a sample is a part of the number and characteristics possessed by that population.

Research Data Sources

This research uses primary data sources, namely data collected directly by researchers at the research location to answer research problems (Sugiyono, 2022).

Data collection technique

The data collection technique uses a questionnaire that is prepared and distributed to respondents in the form of a survey, used when the researcher already knows the variables to be measured and the expected responses (Sugiyono, 2022).

Data Analysis Techniques

The data analysis technique in this study used descriptive statistical analysis and Structural Equation Modeling Partial Least Squares (SEM-PLS). Descriptive analysis aims to provide a clear and precise picture of the research objectives using a 5-point Likert scale. The SEM-PLS approach is used for theory development or prediction (Sarwono & Narimawati, 2015), with structural modeling through SmartPLS 3.0 software. The stages of SEM-PLS analysis consist of: (1) development of structural model theory, (2) outer model analysis, (3) inner model analysis, and (4) hypothesis testing (Ananda Sabil, 2015).

Outer Model Testing

External model testing was conducted to assess the validity and reliability of the model, through evaluation of factor loading, Average Variance Extracted (AVE), discriminant validity, and composite reliability.

a. Factor Loading

Factor loading is the initial step in assessing indicator validity. A factor loading value must be greater than 0.6 for an indicator to be considered valid, while indicators with values below this limit must be eliminated (Husein, 2015).

b. Average Variance Extracted (AVE)

The AVE value is used to test convergent validity, with the provision that the AVE value for each construct must be more than 0.5.

c. Discriminant Validity

Discriminant validity is evaluated through cross-loading, which requires that the correlation of an indicator with its construct is higher than the correlation with other constructs outside its block.

d. Composite Reliability

Reliability testing is carried out to ensure there are no problems in measurement using composite reliability and Cronbach's alpha, both of which must have a value of more than 0.7.

Inner Model Testing

a. Coefficient of Determination (R-Square)

The model fit in PLS can be evaluated through the Q² value which is analogous to R-Square in regression.

b. Hypothesis Testing

Hypothesis testing is conducted to evaluate the relationship between variables using the path coefficient. A hypothesis is declared significant if the correlation coefficient is in the direction of the hypothesis, the t-statistic value is more than 1.64 (two-way) or 1.96 (one-way), and the probability value (p-value) is less than 0.01, 0.05, or 0.10. A p-value greater than 0.10 is declared insignificant (Jogiyanto & Abdillah, 2014).

Results and Discussion

Analysis Outer Model

Evaluation of the measurement model (outer model) function For identify the details of how variables latent connected with variables that can observed . Evaluation This covers validity convergent , validity discriminant , and reliability .

Convergent Validity

The validity of the measurement model using reflective indicators can be observed through the relationship between item or indicator scores and construct scores. Indicators are considered reliable if their correlation value exceeds 0.70. However, during the scale development phase of the study, loadings ranging from 0.50 to 0.60 were still considered acceptable. Findings for outer loadings indicate that several indicators have loadings below 0.60 and are insignificant. The structural model for this study is depicted in the figure below:

Table 1. Outer Loadings stage 1

	Brunout _(X2)	Organizational Commitment_ (Z)	Quality of Work_(Y)	Organizational Citizenship Behavior_(X1)
X1.1				0.884
X1.2				0.847
X1.3				0.869
X2.1	0.304			
X2.2	0.832			
X2.3	0.895			
X2.4	0.895			
Y.1			0.923	
Y.2			0.917	
Y.3			0.932	
Y.4			0.925	
Z.1		0.904		
Z.2		0.779		
Z.3		0.851		
Z.4		0.808		
Z.5		0.655		
Z.6		0.763		
Z.7		0.871		

Source : Smart PLS3.3.3

Based on Table 1, the findings from the first stage of outer loading testing indicate that the majority of indicators in each construct have outer loading values exceeding 0.70, thus meeting the convergent validity standards. All indicators in the Organizational Citizenship Behavior and Work Quality variables are considered valid because their outer loading values are high. For the Burnout variable, indicators X2.2, X2.3, and X2.4 meet the

requirements, while indicator X2.1 does not meet the requirements, with an outer loading value of 0.304. In addition, in the Organizational Commitment variable, most indicators have met the criteria, although there is one indicator with a value below 0.70 that can still be considered. Therefore, the measurement model requires further assessment by removing indicators that do not meet the criteria to achieve a better model.

Table 2. Outer Loadings stage 2

	Brunout _(X2)	Organizational Commitment_ (Z)	Quality of Work_(Y)	Organizational Citizenship Behavior_(X1)
X1.1				0.883
X1.2				0.849
X1.3				0.867
X2.2	0.853			
X2.3	0.909			
X2.4	0.902			
Y.1			0.924	
Y.2			0.915	
Y.3			0.934	
Y.4			0.924	
Z.1		0.906		
Z.2		0.785		
Z.3		0.860		
Z.4		0.810		
Z.6		0.774		
Z.7		0.873		

Source : Smart PLS3.3.3

Based on Table 2, the findings from the outer loading assessment in stage 2 indicate that each indicator for each construct has an outer loading score greater than 0.70. This indicates that all indicators used meet convergent validity criteria and adequately reflect the constructs of Organizational Citizenship Behavior, Burnout, Organizational Commitment, and Work Quality. Therefore, the measurement model is considered valid and appropriate for the next stage of analysis.

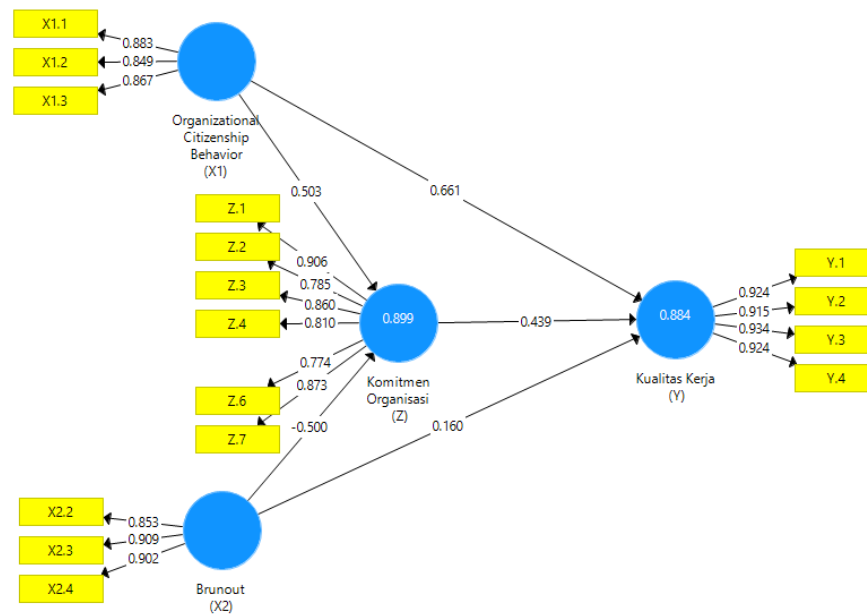


Figure 2. Outer Model

Source : Smart PLS3.3.3

The regression equation of this study is as follows:

substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.503 - 0.500 + e_1$$

For substructure 2

$$Y = b_2X + b_3X_2 + b_4Z + e_2$$

$$Y = 0.661 + 0.160 + 0.439 + e_2$$

2. Discriminant Validity

This section will outline the findings from the discriminant validity test. The discriminant validity test uses cross-loading values. An indicator is considered to have discriminant validity when the cross-loading value for one variable is greater than the cross-loading value for the other variables. The following are the cross-loading values for each indicator:

Table 3. Discriminant Validity

	Brunout _(X2)	Organizational Commitment_ (Z)	Quality of Work_(Y)	Organizational Citizenship Behavior_(X1)
X1.1	-0.664	0.838	0.856	0.883
X1.2	-0.688	0.727	0.853	0.849
X1.3	-0.703	0.762	0.695	0.867
X2.2	0.853	-0.763	-0.589	-0.588
X2.3	0.909	-0.810	-0.700	-0.726
X2.4	0.902	-0.815	-0.717	-0.778
Y.1	-0.744	0.916	0.924	0.923
Y.2	-0.677	0.743	0.915	0.840
Y.3	-0.671	0.865	0.934	0.843
Y.4	-0.695	0.744	0.924	0.819
Z.1	-0.758	0.906	0.872	0.838
Z.2	-0.796	0.785	0.701	0.682
Z.3	-0.769	0.860	0.693	0.681
Z.4	-0.896	0.810	0.605	0.675
Z.6	-0.588	0.774	0.660	0.703
Z.7	-0.698	0.873	0.885	0.890

According to the findings in Table 3, the results of the discriminant validity test indicate that each indicator correlates most highly with the specific construct it evaluates, compared to other constructs. This reveals that each construct—Burnout, Organizational Commitment, Work Quality, and Organizational Citizenship Behavior—effectively differentiates itself from the others. Therefore, the measurement model meets the standards of discriminant validity and is deemed appropriate for the next phase of analysis.

3. Composite Reliability

In a composite reliability test, the reliability value of each variable is analyzed. A variable is considered reliable if its value exceeds 0.60; if the value is between 0.60 and 0.7, the variable is not considered reliable. The table below presents the various blocks used to evaluate the validity and reliability of the study, including the AVE value, composite reliability, and Cronbach's alpha value:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Brunout_(X2)	0.866	0.918	0.789
Organizational Commitment_(Z)	0.913	0.933	0.699
Quality of Work_(Y)	0.943	0.959	0.854
Organizational Citizenship Behavior_(X1)	0.834	0.900	0.751

Source : Smart PLS3.3.3

According to Table 4, each variable in this study exhibits a Cronbach's Alpha and composite reliability value exceeding 0.70, and an AVE value exceeding 0.50. This indicates that all variables—Burnout, Organizational Commitment, Work Quality, and Organizational Citizenship Behavior—meet the standards of reliability and convergent validity. Thus, the research instrument is considered reliable and valid for the next phase of analysis.

Inner Model

Structural model assessment (internal model) aims to confirm the strength and validity of the structural model. The structural model evaluation process is carried out using various indicators, including:

1. Coefficient of Determination (R²)

From the data analysis carried out with SmartPLS 3.0, the R-Square value was determined as follows:

Table 5. R Square Results

	R Square	Adjusted R Square
Organizational Commitment (Z)	0.899	0.893
Quality of Work_(Y)	0.884	0.874

According to Table 5, the R-square for the Organizational Commitment variable is 0.899, while the Work Quality variable is recorded at 0.884. This indicates that the independent variables in the research model explain most of the variance in both variables. The high Adjusted R-square further indicates that the structural model has considerable explanatory power and is suitable for further examination.

Hypothesis Testing

After evaluating the internal model, the next phase is to analyze the relationships between the latent constructs as proposed in this study. To test the hypotheses in this study, the T statistic and P value were used. The hypothesis is considered accepted when the T statistic exceeds 1.96 and the P value is less than 0.05. The following are the results of the direct influence path coefficients:

Table 6. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Brunout_(X2) -> Organizational Commitment_(Z)	-0.500	6,515	0,000	Accepted
Brunout_(X2) -> Work Quality_(Y)	0.160	1,478	0.070	Rejected
Organizational Commitment_(Z) -> Work Quality_(Y)	0.439	2,510	0.006	Accepted
Organizational Citizenship Behavior_(X1) -> Organizational Commitment_(Z)	0.503	6,415	0,000	Accepted
Organizational Citizenship Behavior_(X1) -> Work Quality_(Y)	0.661	4,800	0,000	Accepted

Source : Smart PLS3.3.3

1. The Effect of Burnout on Organizational Commitment

The results of the study indicate that job burnout negatively impacts organizational commitment, as indicated by a coefficient of -0.500, a T statistic of 6.515, and a p-value of 0.000. Therefore, the hypothesis that job burnout affects organizational commitment is confirmed. This indicates that increasing levels of job burnout lead to a decrease in employee commitment to the organization.

2. The Effect of Burnout on Work Quality

The test results show that work fatigue (burnout) does not have a significant impact on work quality, as indicated by a coefficient of 0.160, a T statistic of 1.478, and a p-value of 0.070. Consequently, the assumption that work fatigue affects work quality can be dismissed. These results indicate that work fatigue does not have a direct influence on employee work quality.

3. The Influence of Organizational Commitment on Work Quality

The analysis results show that organizational commitment has a positive effect on work quality, with a coefficient value of 0.439, a T statistic of 2.510, and a p value of 0.006. Therefore, this hypothesis is confirmed, indicating that as organizational commitment increases, employee work quality also increases.

4. The Influence of Organizational Citizenship Behavior on Organizational Commitment

The test results show that Organizational Citizenship Behavior (OCB) has a positive effect on organizational commitment, with a coefficient of 0.503, a T statistic of 6.415, and a p value of 0.000. Therefore, this hypothesis is confirmed, indicating that strong OCB can increase employee commitment to the organization.

5. The Influence of Organizational Citizenship Behavior on Work Quality

The test results show that Organizational Citizenship Behavior (OCB) has a positive and significant effect on work quality, with a coefficient of 0.661, a T statistic of 4.800, and a p-value of 0.000. Thus, this hypothesis is confirmed, meaning that higher OCB from employees leads to increased work quality.

Table 7. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Brunout_(X2) -> Organizational Commitment_(Z) -> Work Quality_(Y)	-0.220	2,318	0.010	Accepted
Organizational Citizenship Behavior_(X1) -> Organizational Commitment_(Z) -> Work Quality_(Y)	0.221	2,262	0.012	Rejected

Source : Smart PLS3.3.3

6. The Influence of Burnout on Work Quality through Organizational Commitment

The results of the indirect effect test indicate that work fatigue (burnout) has a negative and significant impact on work quality through organizational commitment, as reflected in a coefficient of -0.220, a T statistic of 2.318, and a p-value of 0.010. Therefore, the theory that work fatigue affects work quality through organizational commitment is confirmed. This indicates that work fatigue can indirectly reduce the quality of work performed by employees by reducing their commitment to the organization.

7. The Influence of Organizational Citizenship Behavior on Work Quality through Organizational Commitment

The assessment results show that Organizational Citizenship Behavior (OCB) does not have a significant influence on work quality through organizational commitment, with a coefficient of 0.221, a T statistic of 2.262, and a p-value of 0.012. Consequently, the hypothesis stating that Organizational Citizenship Behavior influences work quality through organizational commitment is rejected. These results indicate that the impact of OCB on work quality is more direct than mediated by the function of organizational commitment as an intermediary element.

Conclusion

After obtaining the results of the hypothesis, the conclusions of this study are as follows:

1. Organizational Citizenship Behavior has a positive and significant influence on the quality of employee work, so the hypothesis is accepted .
2. Burnout does not have a significant effect on the quality of employee work, so the hypothesis is rejected .
3. Organizational Citizenship Behavior has a positive and significant effect on employee organizational commitment, so the hypothesis is accepted .
4. Burnout has a negative and significant effect on employee organizational commitment, so the hypothesis is accepted .
5. Organizational commitment has a positive and significant effect on the quality of employee work, so the hypothesis is accepted .
6. Organizational Citizenship Behavior does not have a significant effect on employee work quality through organizational commitment, so the hypothesis is rejected .
7. Burnout has a negative and significant effect on employee work quality through organizational commitment, so the hypothesis is accepted .

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