

The Effect of Compensation, Organizational Commitment on Employee Performance Through Organizational Behaviour as Intervening

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ABSTRACT

Performance is important for every organisation, including universities. Various factors influence performance, including compensation, organizational commitment (OC), and organizational behaviour (OB). These factors are the variables in this research. The aim of this research is to determine the effects of compensation and organizational commitment on employee performance through organizational behaviour as the intervention. This research is quantitative research, using non-probability sampling and using a questionnaire for collecting the data. The research results show that compensation has a direct effect on Employee Performance (EP), Organizational Behavior (OB) has a direct effect on Employee Performance (EP), and Organizational Behavior (OB) can be a variable that links organizational commitment (OC) to Employee Performance (EP).

Keywords:

Compensation.
Organizational
Commitment
(OC);
Performance;
Employee;
Organizational
Behaviour (OB);

INTRODUCTION

Akademi Kesehatan John Paul II Pekanbaru (AKJP II Pekanbaru) has a very low turnover rate of 3% during 2020, 2021 and 2022. The level of retention of employee lecturers in the organisation is good, but the achievement of work results is still considered insufficient. In 2020 the average performance achieved by employees was only 79%, in 2021 it only reached 82% and in 2022 it reached 85% of the expected target of 100%. *Employee* performance (EP) is a work result that is in accordance with the standards set related to *performance* assessment Aropah *et al.*, (2020). States that one of the things that affects the success of an organisation is EP which is the result of work in quantity achieved by an employee in carrying out his duties according to his responsibilities Katerina *et al.*, (2013). states that one of the human resource *performance* management tools is formal EP assessment.

Efforts that have been made by AKJP II Pekanbaru are to provide good compensation for lecturers and employees but have not had an impact on achieving the expected performance targets. In 2022 the performance target is still not 100%. This needs to be considered considering that compensation and employee performance are inseparable. Therefore, it encourages the need for an in-depth study related to *Organizational Behaviour* (OB) to mediate compensation on performance. OB is a positive employee behaviour that sincerely increases productivity regardless of whether compensation increases or no Tsauri (2013). that compensation can be given directly to employees, or indirectly, in order to improve their performance Dharma (2017). suggests *Organizational Behavior* (OB) is one of the behavioural variables that can improve performance with or without an increase in compensation.

Positive *organisational behaviour* (OB) can be identified by a high desire to improve knowledge and skills sincerely and voluntarily on their own. The impact is that the company will benefit from achieving the expected results because this behaviour

does not expect whether or not there is an increase in compensation Triani et al., (2020). shows that OB is a form of volunteerism of organisational members who support organisational activities. This behaviour is usually expressed as actions that show devotion and concern for others. Positive organisational behaviour encourages employees to self-monitor their behaviour and choose the best behaviour for the benefit of the organisation. Successful organisations need employees who are willing to embody behaviours that exceed company expectations. Therefore, organisational behaviour deserves attention from organisations so that employees continue to be motivated to behave as expected by the organisation. Some organisational behaviours such as helping co-workers, following workplace rules and procedures, volunteering for additional tasks will collectively lead to improved organisational performance. In accordance with this, OB explains the attitude of employees as well as leaders within the company Yan Sya (2017). that OB is very important in the field of management because it covers many issues that managers and employees face every day. Concepts such as leadership, decision making, team building, motivation and job satisfaction are all aspects of organisational behaviour and management responsibilities. An institution's efforts to foster successful management go beyond how to delegate tasks and organise resources, but also how to analyse behaviour to motivate productivity Tewal et al. (2017). added that OB will influence outcomes that can lead to positive long-term and short-term achievements, self-improvement, performance or conversely poor long-term achievements and lack of development Triani et al., (2020), (Panja, 2021) and (Qalati et al., 2022) suggested that OB has a significant effect on employee performance.

Compensation earned by employees is received as a reward for services. If employees have OB, then compensation is no longer the main goal and employees by themselves will improve their performance Enny, (2019). that compensation can be defined as a form of service reward given to employees as a form of appreciation for their contribution and work to the company. However, research conducted by Suryani et al. (2019) and Fazriyah et al., (2018) found that the provision of compensation can affect the increased OB. In addition to compensation that refers to productivity, *Organizational Commitment* (OC) also has an influence on OB. Luthans and Doh in (Ningrum et al., 2021) state that OC is the emergence of behaviour based on wanting to continue to join a particular organisation, such desires as working together and working hard sincerely and confidently to achieve certain goals. *Organizational Commitment* also describes the form of loyalty of members in the organisation and is sustainable. This behaviour is usually shown by the attention given by the organisation Yusuf & Syarif (2017) that OC always connects the importance and relevance of employee attitudes towards OB with the assumption that commitment is a stable behavioural attribute Musringudin et al., (2021) and Sunaris et al., (2022) . OC can affect OB, while Lie et al., (2022) and Izma & Unais (2020). suggested the results of OC research have no effect on OB. The phenomenon of difficulties in building employee performance and the need to improve the effectiveness of *Employee Performance* (EP) in organisations, so the role of mediating variables needs to be studied Taib et al., (2018). increased employee performance (EP) is the hope of every organisation, but if performance continues to decline even though compensation is considered good, it is necessary to conduct an in-depth study related to compensation and *Organizational Commitment* (OC) of employees to *Employee Performance* (EP). Researchers use *Organizational Behaviour* (OB) as an

intervening variable because researchers suspect that there are intermediate variables that can affect employee performance, but the intermediate variable is moment exclusive, meaning that it is not part of the endogenous variable and not part of the exogenous variable. In addition, based on previous research, there is still a gap in organisational behaviour related to the effect of compensation and OC on OB, so this study, in addition to examining factors that can improve performance, will also fill the void of previous research. This research will focus on knowing the effect of compensation and *Organizational Commitment* (OC) on *Employee Performance* (EP) through *Organizational Behavior* (OB) as an intervening variable.

Social exchange theory was developed by Weber in 1920. This theory states that all social relationships are based on the exchange of resources that benefit both parties. Max Weber's opinion that behaviour affects social action in society which then causes problems. People whose behaviour reflects success in the socialisation process are said to be social, while people whose behaviour does not reflect the socialisation process are called non-social. Social exchange theory uses the assumption of rationality, namely that each individual will maximise their rationality to maximise their benefits and minimise their losses. The assumption of rewards and costs is that the social interactions carried out will involve the exchange of rewards (rewards) and costs (costs). The assumption of balance and justice is that balanced social relations will tend to maintain the stability of the relationship otherwise unbalanced social exchanges or injustice will cause conflict (Mighfar, 2015).

Employee performance provides an overview of the level of implementation of a program or policy action in realising organisational goals, objectives, vision and mission as outlined in the organisation's strategic plan. Indicators of employee performance are *quality*, quantity, timeliness, cost effectiveness, *need for supervision* and interpersonal influence lency Zelviean Adhari, (2019). employee performance is the fulfilment of duties and obligations as an employee responsibly and successfully both qualitatively and quantitatively, the work process is produced in a planned manner, there are six indicators to measure employee performance, namely work quality, workload, timeliness, efficiency, commitment level (Silaen et al., 2021).

Compensation can be defined as a form of remuneration given to employees as a form of appreciation for their contribution and work to the company, where the award can be direct or indirect financial, and the award can also be indirect Enny (2019). awards are given based on company policy towards all employees and efforts to improve their welfare such as *Tunjangan Hari Raya* (THR), and pension funds. Indicators of a good compensation system are that it must be able to: attract qualified personnel from outside, maintain qualified personnel within the company, motivate employees, shape the company's culture/climate, support the organisational structure, reflect the company's *financial* capabilities Mujanah (2019). OB which is an individual initiative, which has nothing to do with the formal reward system but is able to increase organisational effectiveness especially if the company rewards them more or their productivity Suryani *et al.* (2019). is behaviour that represents attitudes and behaviours that exceed the standards set by the company in carrying out its duties in the workplace and are not directly or explicitly recognised by the formal reward system, but if rewarded it will affect the increase in OB behaviour (Fazriyah et al., 2018). H_1 : Compensation affects OB.

OC is an important behavioural dimension that can be used to assess an employee's propensity to remain a member of the organisation Mahadin Shaleh,

(2018). OC is an employee's commitment to the organisation that employs the employee. OC is an employee's commitment to the organisation based on the desire, need and obligation to stay with the organisation. Ali Idrus (2022) OC is an employee's commitment to the organisation based on the desire, need and obligation to stay with the organisation with indicators of a strong desire to remain a member of a particular organisation, the desire to try to fulfil the wishes of the organisation, certain beliefs and acceptance of the values and goals of the organisation Yusuf & Syari (2017). employees who are committed to the institution or organisation will involve themselves more in the organisation and automatically show behaviour that shows organisational citizenship behaviour, helpfulness, sportsmanship, and organisational spirit Musringudin *et a.* (2021) and Sunaris *et al.*, (2022) OC has a significant effect on OB. H₂ : OC affects OB.

The behaviour of people in organisations becomes organisational behaviour, which provides direction and guidance to achieve organisational goals in accordance with the vision and mission of the organisation, which is carried out by people. Organisational behaviour is influenced by the characteristics and nature of each organisation and is determined by the behaviour of people in the organisation Yan Syah (2017). organisational behaviour is a field of research that studies the behaviour of people in organisational cooperation based on scientific methods Tewal *et al.*, (2017). Organisational behaviour aims to energise the organisation and develop a better conceptual organisational life Hastutik *et al.*, (2021). *organizational* behavior is the study of human behavior in organizational situations that can play an important role in the development and success of the organization and is based on three aspects, namely organizational behavior focuses on observable behavior, organizational behavior involves analysis, organizational behavior evaluates group and organizational behavior Yusuf & Syarif (2017). OBs who have motivation at work and evaluate their performance and dare to communicate the obstacles encountered in the workplace can improve performance Triani *et al.*, (2020). psychological, emotional, and interpersonal behaviours that affect organisational success are all covered in organisational behaviour Panja, (2021). has a significant effect on performance (Qalati *et al.*, 2022). Based on these findings, the hypothesis is formulated as follows: H₃ : OB has a significant effect on EP.

The amount of compensation is a reflection or measure of the value of the employee's own work. What employees feel is that they see compensation as a tool to maintain their survival. If the compensation system provided is fair enough for employees, it will encourage employees to do their jobs better and be more responsible for each task assigned by the organisation or company Zalne *et al.*, (2022). compensation is also a form of financial compensation for services and tangible benefits obtained by employees as part of the employment relationship. If compensation is appropriate, employees are more satisfied and motivated to achieve organisational goals A & Dewi, (2019). compensation has a direct effect on *Employee Performance (EP)* (Pranaputra & Aima, 2019) and (Sabil & Widjaja, 2022) H₄ : Compensation has a direct effect on EP. The higher the employee's commitment to the organisation, the higher the level of performance shown. Highly committed employees can help the organisation achieve more productivity than employees with average or low commitment. Commitment to the good of the organisation can improve one's performance in the company Halilintar & Sobirin, (2022). organisational commitment has a positive and significant effect on employee performance (Violita,

2020) H₅ : OC has a direct effect on EP. Compensation is what employees receive in exchange for their work either hourly wages or periodic salaries, personnel. Regarding compensation, usually every organisation designs and manages employee compensation (Kenelak *et al.*, 2016). Organizational behaviour is a study of human behaviour starting from individual behaviour, groups and behaviour when organizing, as well as the influence of individual behaviour on organizational activities where they do or join the organization (Maulina, 2023). Compensation has a significant effect on OB, and OB has a positive effect on employee performance. Thus the hypothesis in this study is : H₆ : Compensation affects EP through OB. Organizational Commitment (OC) has a significant effect on OB, and OB has a positive effect on employee performance. OC is an employee's commitment to the organisation that employs the employee (Mahadin Shaleh, 2018) . Criteria for employees with high commitment will show loyalty, willingness to sacrifice for the organisation, and high levels of productivity, due to strong emotional ties to the company. According to Safa'Atturizky *et al.* (2024) organizational commitment (OC) has a significant positive effect on employee performance (EP). Thus the hypotheses in this study are: H₇ : *Organisational Commitment* (OC) affects EP through OB.

METHOD

This study was conducted to determine the effect of compensation, organizational commitment (OC) on employee performance (EP) through organizational behaviour (OB) as intervening. This type of research is quantitative research. Opinion Ali *et al.* (2022). quantitative research is empirical research in which the data is in the form of something that can be calculated. Quantitative research pays attention to data collection and analysis in numerical form.

The data used are primary and secondary data Sari & Zefri (2019) primary data in the form of information data obtained from the first hand collected directly from the source. Primary data in this study are from respondents. Secondary data is data obtained indirectly from the object of research such as data obtained from an internet site, or from a reference that is the same as what is being researched by the author. Secondary data in this study are in the form of literature books and previous research.

Data collection techniques using questionnaire methods, observation, unstructured interviews and documentation. The population is AKJP II Pekanbaru employees as many as 42 consisting of permanent lecturers, non-permanent lecturers and education personnel. The type of sampling is non probability. According to Sugiyono dalam Basmar (2020) non probability sampling is a sampling technique when all members of the population are relatively small which is also called a saturated sample or a maximum sample. The total population of this study was 42 respondents.

Data validity includes construct validity, content validation, Convergent Validity, and Predictive Validity. Fulfilment of the reliability aspect if the scale/instrument measuring data and the resulting data provide the same results each time it is measured. Hypothesis testing using structural equation model (SEM) analysis of the entire model with smart PLS. PLS is an alternative method of analysis with variance-based Structural Equation Modelling (SEM). This method does not require assumptions and can be estimated with a relatively small sample size. In Structural Equation Modeling, two types of models are formed, namely the measurement model (outer model) and the structural model (inner model). The measurement model explains the proportion of variance in each manifest variable (indicator) that can be

explained in latent variables. Using the measurement model, it will be known which indicators are dominant in forming latent variables, then the structural model is described which will examine the effect of each exogenous latent variable on endogenous latent variables. Theories and hypotheses will be strengthened by structural equation models. This test is also to test the truth.

RESULTS AND DISCUSSION

Statistical Analysis of Data

This study uses Partial Least Square (PLS) analysis to test the hypothesis. In this study, there are 34 manifest variables and 4 latent variables, namely compensation (X1) which is measured by 10 manifest variables, OC (X2) which is measured by 6 manifest variables, *Employee Performance* (Y) which is measured by 12 manifest variables, *Organizational Behavior* (Z) which is measured by 6 manifest variables. The tool used is the Smart PLS Version 3 programme which is specifically designed to estimate structural equations on a variance basis. The structural model in this study is shown in Figure 1 below:

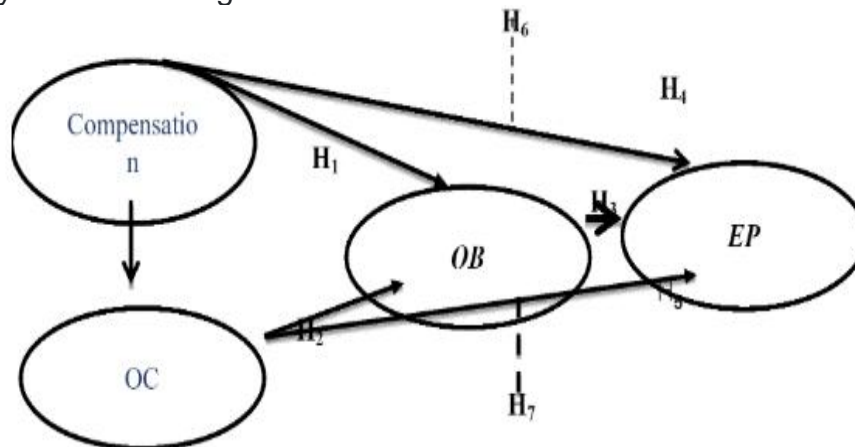


Figure 1 Conceptual framework

With latent constructs are towards indicators indicating that the research uses reflective indicators that are relatively suitable for measuring perceptions. The relationship to be investigated (hypothesis) is denoted by arrows between the constructs.

Outer Model Analysis

Measurement model testing (*outer model*) is used to determine the specification of the relationship between latent variables and their manifest variables, this test includes *convergent, validity, discriminant validity and reliability*.

Convergent Validity.

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator score and the construct score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in the research stage of scale development, loading of 0.50 to 0.60 is still acceptable. Based on the results for outer loading, it shows that there are indicators that have a loading below 0.60 and are not significant. The structural model in this study is shown in the following figure:

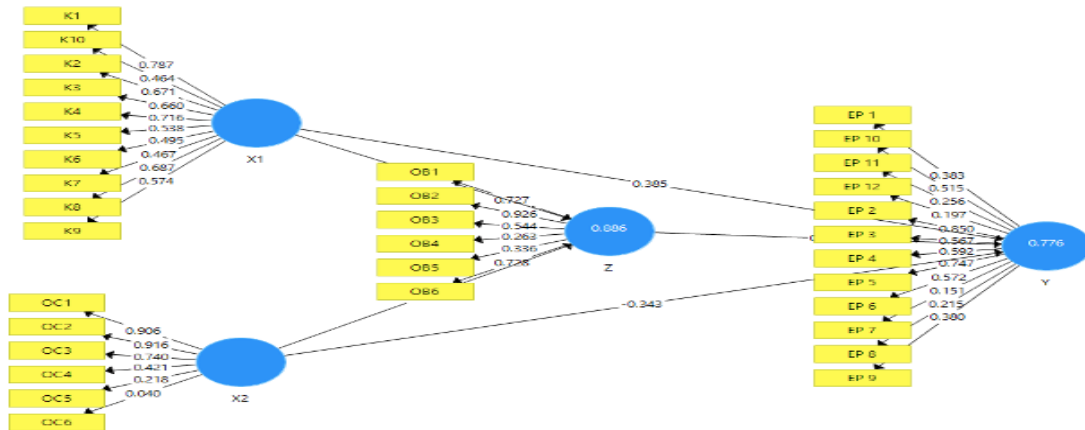


Figure 2 Outer model step 1. Source: Smart PLS, 2022

Smart PLS output for loading factors provides results in the following table.

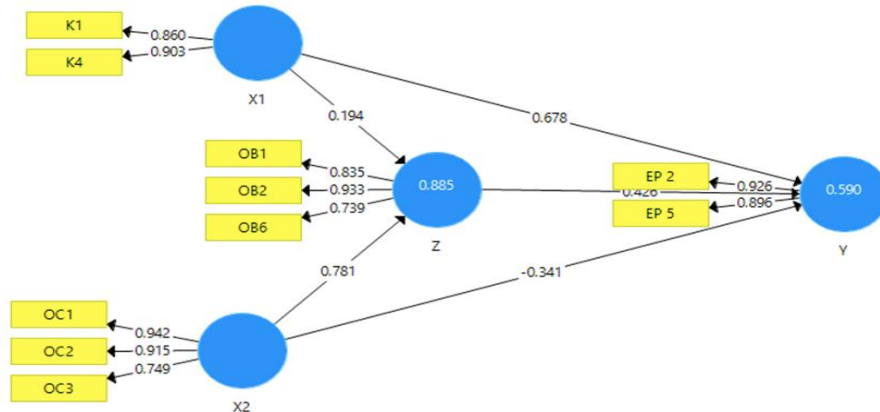
Table 1 Outer loading stage 1.

	X1	X2	Y	Z
EP 1			0,383	
EP 10			0,515	
EP 11			0,256	
EP 12			0,197	
EP 2			0,850	
EP 3			0,567	
EP 4			0,592	
EP 5			0,747	
EP 6			0,572	
EP 7			0,151	
EP 8			0,215	
EP 9			0,380	
K1	0,787			
K10	0,464			
K2	0,671			
K3	0,660			
K4	0,716			
K5	0,538			
K6	0,495			
K7	0,467			
K8	0,687			
K9	0,574			
OB1				0,727
OB2				0,926
OB3				0,544
OB4				0,263
OB5				0,336
OB6				0,728
OC1		0,906		
OC2		0,916		
OC3		0,740		
OC4		0,421		
OC5		0,218		
OC6		0,040		

Source Smart pls output, 2022

The diagram above shows that the variables EP 1, EP 10, EP 11, EP 12, EP 3, EP 4 EP 6, EP 7, EP 8, EP 9, K10, K2, K3, K5, K6, K7, K8 K9, OB3, OB4, OB5, OC4, OC5 and OC6 have loading factors <0.7, this means that the indicator is an invalid indicator so that the construct needs to be deleted. After recalculating, the following results were obtained:

Figure 3 Outer model step 2



Source: Smart PLS, 2022

Table 2 Outer loading stage 2

	X1	X2	Y	Z
EP 2			0,926	
EP 5			0,896	
K1	0,860			
K4	0,903			
OB1				0,835
OB2				0,933
OB6				0,739
OC1		0,942		
OC2		0,915		
OC3		0,749		

Source: Smart PLS Programme Output, 2020

After invalid indicators are removed, and stage 2 (two) outer loadings are carried out, then in the diagram above, all indicators have a loading factor > 0.70, meaning that all indicators are valid indicators to measure their constructs.

Discriminat Validity

In this section, the results of the *discriminant validity* test will be described. The *discriminant validity* test uses the *cross loading* value. An indicator is declared to meet *discriminant validity* if the *cross loading* value of the indicator on its variable is the largest compared to other variables. The following is the *cross loading* value of each indicator:

Table 3 Discriminant Validity

	X1	X2	Y	Z
EP 2	0,743	0,566	0,926	0,628
EP 5	0,623	0,492	0,896	0,554
K1	0,860	0,675	0,541	0,703
K4	0,903	0,697	0,772	0,714
OB1	0,456	0,779	0,459	0,835
OB2	0,776	0,876	0,704	0,933
OB6	0,776	0,682	0,440	0,739
OC1	0,752	0,942	0,602	0,856
OC2	0,890	0,915	0,566	0,883
OC3	0,308	0,749	0,318	0,690

Source: Smart PLS Programme Output, 2020

Based on table 3. above, it states that there are several indicators on the research variables that have smaller *cross loading* values than the *cross loading* values on other variables so that they must be known and observed further. Another way to measure *discriminant validity* is to look at the square root value of *average variance extracted* (AVE). The recommended value is above 0.5 for a good model.

Table 4 Construct Reliability and Validity

	<u>Cronbach's Alpha</u>	<u>rho A</u>	<u>Reliabilitas Komposit</u>	<u>Rata-rata Varians Diekstrak (AVE)</u>
X1	0,716	0,731	0,875	0,778
X2	0,841	0,874	0,905	0,762
Y	0,797	0,812	0,907	0,830
Z	0,786	0,819	0,876	0,704
OC3	0,308	0,749	0,318	0,690

Source: Smart PLS Programme Output, 2020

Table 4. shows the *Average Variance Extracted* (AVE) of each variable, namely compensation (X1), *Organizational Commitment* (X2), *Employee Performance* (Y) and *Organizational Behavior* (Z) has a construct > 0.50. This means that all constructs are reliable, so it can be stated that each variable has high *discriminant validity*. The composite *reliability* of each variable shows a construct value > 0.60. These results indicate that each variable has met the composite *reliability* so that it can be concluded that all variables have a high level of reliability. *Cronbachs alpha* of each variable shows a construct value > 0.70, thus these results indicate that each research variable has met the requirements for the *Cronbach's alpha* value, it can be concluded that the overall variable has a high level of reliability. Thus it can be concluded that the indicators used in this study have high *discriminant validity* in compiling their respective variables.

Inner Model Analysis

Evaluation of the structural model (*inner* model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 programme, the R Square value is obtained as follows:

Table 5 R Square Results

	<u>R Square</u>	<u>Adjusted R Square</u>
Y	0,590	0,557
Z	0,885	0,879

Source: Smart PLS Programme Output, 2020

Table 5 above shows that the R Square value for the *Employee Performance* (Y) variable is 0.590. This explains that the percentage of *Employee Performance* is 59.00%, it can be interpreted that the compensation variable (X1) and *Organizational Commitment* (X2) affect *Employee Performance* (Y) by 59.00% and the remaining 41.00% is influenced by other variables. Meanwhile, the R Square value for the *Organizational Behaviour* (Z) variable is 0.885. This explains that the percentage of the magnitude of *Organizational Behavior* (Z) is 88.50%, it means that compensation (X1), *Organizational Commitment* (X2) and *Organizational Behavior* (Z) affect *Employee Performance* (Y) by 88.50% and the remaining 11.50% is influenced by other variables.

Goodness of Fit (GoF) Assessment

The goodness of fit model test can be seen from the NFI value ≥ 0.662 declared fit. Based on data processing that has been carried out using the *Smart PLS 3.0* program, the Model Fit value is obtained as follows.

Table 6 Model Fit Table

	Model Saturated	Model Estimasi
SRMR	0,127	0,127
d_ ULS	0,889	0,889
d_ G	1,364	1,364
Chi-Square	227,577	227,577
NFI	0,664	0,664

Source: Smart PLS Programme Output, 2020

The results of the PLS *goodness of fit* model test in the following 6. show that the NFI value of 0.664 means FIT. Thus, from these results it can be concluded that the model in this study has a high *goodness of fit* and is suitable for testing research hypotheses.

Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesised in this study. Hypothesis testing in this study was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistic value > 1.96 and P-Values < 0.05 . The following are the results of the direct influence Path Coefficients:

Table 7 Path Coefficients Table (Direct Effect)

Hypothesis	Direct Influence	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic (O /STDEV)	P Values
H1	X1 -> Z	0,194	0,219	0,099	1,957	0,051
H2	X2 -> Z	0,781	0,758	0,081	9,676	0,000
H4	X1 -> Y	0,678	0,730	0,287	2,359	0,019
H5	X2 -> Y	-0,341	-0,438	0,439	0,777	0,438

Source: Smart PLS Programme Output, 2022

Based on the table above, it shows that of the four hypotheses that have a direct effect, two hypotheses are rejected, namely H1 and H5 because the T *Statistics* value < 1.96 and P-Values > 0.05 , while the other 2 (two) hypotheses, namely H2 and H4, are accepted because the T-Statistics value > 1.96 P-Values < 0.05 .

Table 8 Path Coefficients (Indirect effect)

Hypothesis	Indirect Effect	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic (O /STDEV)	P Values
H3	Z -> Y	0,426	0,501	0,410	2,676	0,000
H6	X1 -> Z->Y	0,194	0,219	0,099	1,957	0,051
H7	X2 -> Z->Y	0,781	0,758	0,081	9,676	0,000

Source: Smart PLS Programme Output, 2022

The table above shows that H6 is rejected with T Statistics value < 1.96 and P-Values > 0.05 while H3 and H7 are accepted.

Discussion

The results showed that Organizational Commitment (OC) had a significant effect on Organizational Behavior (OB) (Mahadin Shaleh (2018). that if employees have a high commitment, these employees will improve their performance to maintain the survival of their organisation. Yusuf & Syarif (2017) that committed employees will continue to strive for the organisation to achieve its goals. Musringudin *et al.*, (2021) dan Sunaris *et al.*, (2022) with research results showing that OC affects OB. The results of this study also prove that Compensation has a direct effect on Employee Performance (EP). Zalne *et al.*, (2022) suggests that an amount of compensation is a form of appreciation to employees and when employees feel valued it will necessarily have an effect on improving their performance. A & Dewi, (2019) that fair compensation and fulfilling employee needs have a positive effect on performance. Pranaputra & Aima, (2019) and Sabil & Widjaja, (2022) found research results that are in accordance with this study that compensation has a direct effect on Employee Performance (EP).

The results of this study also prove that Organizational Behaviour (OB) has a direct effect on Employee Performance (EP). Yan Syah (2017) that organisational behaviour that has the same direction as organisational goals will facilitate the process of achieving organisational goals. Hastutik *et al.*, (2021) that every employee who has good behaviour in the organisation will provide energy and develop the organisation with his performance. Yusuf & Syarif (2017), Triani *et al.*, (2020) dan Panja, (2021). suggests that OB has a significant effect on performance.

The results of this study also prove that compensation has no effect on Employee Performance (EP) through Organizational Behavior (OB), but Organizational Behavior (OB) can be a variable that connects Organizational Commitment (OC) to Employee Performance (EP). As stated by Ratnaningrum *et al.* (2017) that employees who have a good commitment to the organisation certainly have organisational behaviour that is in line with the values of the organisation so that it has an impact on the performance produced by the organisation.

CONCLUSION

The results showed that compensation has no effect on Organizational Behavior (OB), Organizational Commitment (OC) has a significant effect on Organizational Behavior (OB), Organizational Behavior (OB) has a direct effect on Employee Performance (EP), Compensation has a direct effect on Employee Performance (EP), Organizational Commitment (OC) has no direct effect on Employee Performance (EP), Compensation has no effect on Employee Performance (EP) through Organizational Behavior (OB), Organizational Commitment (OC) has an effect on Employee Performance (EP) through Organizational Behavior (OB).

Based on the results of the research that has been conducted at the John Paul II Health Academy Pekanbaru, several points that become suggestions, namely first AKJP II Pekanbaru must increase Organizational Commitment (OC) which can be done through increasing effective communication, developing lecturers' careers, and involving lecturers more in decision making. second Organizational Behavior (OB) has a role for AKJP II Pekanbaru so that organisational values should also be a top priority for AKJP II Pekanbaru to instill in every employee.

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