



Satisfaction and Working Environment as Determinant Variable of Workers' Performance Mediated by Organizational Citizenship Behavior (OCB)

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Abstract

Public service quality is determined among other by to what extent workers' performance is optimal for the institution. Some factors that may influence workers' performance are, among other, working satisfaction, working environment and Organizational Citizenship Behavior (OCB). Objectives of research are to examine influences of working satisfaction, working environment and OCB towards workers' performance; to examine influences of working satisfaction towards workers' performance through OCB; and to test working environment influence towards workers' performance through OCB. Research population was state civil employees of Batu Local Educational Service. Number of sample was determined with saturated sampling technique so that all 44 members of population became sample. Data were collected with questionnaire directly distributed to respondents. Data were analyzed with SEM PLS. Research result concluded that: 1) working satisfaction, working environment and OCB positively and significantly influenced employees' performance; 2) working satisfaction significantly and positively influenced employees' performance through OCB; 3) working environment positively and significantly influenced employees' performance through OCB. Therefore, the improvement of employees' performance could be done by increasing working satisfaction that was accompanied by conducive working environment and by strengthening OCB.

Keywords: *Working Satisfaction; Working Environment; OCB and Employees' Performance*

Introduction

Organization members' contribution by optimal working becomes the key of entire organization success Contribution can be in form of doing work according to the determined standard. Therefore, the organization management should seek proper method of human resource management to encourage organization members to perform optimally to help reach the organization goal.

Employees' urgent performance in an organization is needed to help realize organization goal (Hasibuan, 2014). However, there are still some problems faced by an organization related with employees' less maximal performance, especially when they are faced with high rate volume of duty or quickly-executed duty.

Organization success in improving employee performance is closely related with quality of human resource management. An organization can do some efforts to increase employee performance by such as creating employees' working satisfaction, convenient working environment (Neessen, et al., 2021) and by enhancing OCB (Wicaksono & Gazali, 2021)

As one knows that working satisfaction is psychological condition that is either pleasing or unpleasing for employees in considering their job. In a way working satisfaction becomes an employees' reflected feeling towards their work (Goetz & Wald, 2022). In other words, working satisfaction is an employee's evaluation on how his conducted work has satisfied his needs (Nurhidayati, et al., 2022). Some research results proved that working satisfaction positively and significantly influenced employees' performance (Hidayah & Harnoto, 2018; Hanafi & Syah, 2021). This means that the higher an employee's working satisfaction that is measured by indicators of work characteristics, salary, promotion opportunity, control, and colleague support, the higher an employees' performance. However, if one of such indicators of working satisfaction is not fulfilled, employees' performance will drop. This is similar with research result done by Pahlawi and Fatonah (2020) who found the fact that employees' perception on the inadequate salary with work burden and low support from colleagues negatively influenced employees' performance.

Further, working environment also influenced employees' performance. According to Saputra, et al (2020), both physical and non-physical environment had either direct and indirect influence towards employees' performance. While Nasir et al. (2020) thought that conducive working environment could increase employees' working spirit to contribute for the organization advancement through performance improvement.

Some research results on influence of working environment toward performance concluded that comfortable working environment positively and significantly influenced employees' performance (Nasir, et al., 2020; Vivaldy & Toni, 2020; and Hanafi & Syah, 2021). This means the better condition of physical and non-physical working environment, this will enhance employees' courage to keep working and improving their performance. However, if one of aspects of working environment is not fulfilled, it will decrease employees' performance. Similar finding can be seen in Lopez's study (2022) that found the fact that bad non-physical working environment as an effect of less harmonious relation among employees or between superior and sub-ordinate negatively influenced employees' performance. Thus, both physical and non-physical working environment should be made conducive for organization members to make them optimally contribute for the achievement of organization goal.

In addition, OCB also played important role to influence employees' performance. OCB is extra role individual working behavior that indirectly can be recognized in formal work system but it can aggregately improve organization function effectiveness (Amalia, et al., 2021). Idris's research result (2021) proved that OCB was worthy for organization, and although it was often not detected in the reward system, it proved that individual with extra role behavior presented better performance and got higher mark in performance evaluation. Besides, OCB could reduce dispute and improve work efficiency. According to Hasibuan (2014), if employees had OCB in an organization, efforts of controlling employees would decrease because employees could manage their own behavior, which can improve the organization advancement.

Some research results concluded that employees' OCB behavior positively and significantly influenced employees' performance. This means that the better employees' OCB behavior, the better their

performance as well, because they voluntarily will do positive things out of their task to help realize organization (Hidayah & Harnoto, 2018; Amalia, et al., 2021; and Wicaksono & Gazali, 2021). However, Lestari's research with Ghaby (2018) concluded different thing; it turns out that OCB did not influence employees' performance. The research found the fact that employees with strong OCB may unlikely be willing to do works beyond the determined standard.

Regarding to some research results previously explained, in the present research OCB was developed by placing it as mediating variable for the influence of working satisfaction and working environment towards employees' performance. For this reason, the objectives of the research are, first, to test influence of working satisfaction, working environment and OCB towards employees' performance; second, to test the influence of working satisfaction towards employees' performance through OCB, the last, to test the influence of working environment towards employees' performance through OCB.

Literary Review and Hypothesis

Working Satisfaction Influence towards Performance

Working Satisfaction is one of factors influencing either goodness or badness of employees' performance in an organization. Working Satisfaction is an employee's feeling and appreciation on a work that is related to whether a conducted work can fulfill his hope, needs and want. When an employee feels satisfied to his work, a positive attitude will appear in himself; but if he feels unsatisfied, a negative attitude to the acted work will appear in himself (Tegar, 2019). An employee usually will work optimally when he feels to obtain working satisfaction according to his hope (Rivaldo, 2021). Therefore, the higher employees' working satisfaction, the higher their performance will be.

Some research results on influence of employees 'working satisfaction towards employees' performance proved that working satisfaction positively and significantly affected performance of employees. Thus, the higher employees' work satisfaction measured with some indicators such work characteristics, salary, promotion opportunity, inspection, and colleague support, the higher his performance for organization will be (Hidayah & Harnoto, 2018; Hanafi & Syah, 2021; Goetz & Wald, 2022). However, if one of indicators of working satisfaction is not fulfilled, employees' performance will decrease as it was written in Pahlawi and Fatonah's research that found the fact that employees' perception about inadequate salary to working burden that was accompanied by low colleague support had caused employees' performance to decrease. Thus, the researcher formulate hypothesis as mentioned below:

H₁: Working Satisfaction influences employees' performance significantly.

Furthermore, one of predictors that is closely related to employee work behavior is working environment, as it is stated by Robbins and Judge (2015) that workers greatly think about working environment, either in the aspect of individual convenience and easiness of conducting work. Working environment consists of physical and nonphysical work environments. Establishment of enjoyable working environment may influence employees' performance. Both physical and non-physical working environments motivate employees to work better and increase their working spirit (Hanafi & Syah, 2021). If organization working environment is comfortable and enjoyable, certainly employees will improve their performance so that it will support the smooth achievement of organizational goals. The better the conditions of physical and non-physical working environment, it can trigger employees' enthusiasm to continue working for increased performance.

Several research results related to the influence of working environment towards employees' performance proved that environment of working place significantly and positively gave influence

towards employees' performance. Therefore, the better the conditions of working environment, the more enthusiastic employees will be to improve their performance (Nasir, et al., 2020; Vivaldy & Toni, 2020; Hanafi & Syah, 2021). However, if one of working environment aspects is not fulfilled, it can reduce employees' performance, which is like the research result of Lopez - Cabarcos, et al. (2022) which found the fact that a bad non-physical work environment due to less harmonious relations among employees and between superiors and subordinates negatively influenced employees' performance. Thus, a hypothesis can be formulated as follows.

H₂: Working environment significantly influences employees' performance

Another predictor that influences employees' performance is Organizational Citizenship Behavior (OCB). According to Neessen, et al. (2021), OCB is work behavior of employee to do voluntarily a work out of predetermined job description to improve organizational performance. OCB is also used to describe employees who are voluntarily willing to carry out positive activities out of their workload for the organization to help achieve organizational goals. Therefore, an organization can be successful in realizing its targets if it is supported by workers willing to work beyond formal duties they are responsible for (Robbins & Judge, 2015).

In an increasingly dynamic world of work, where task completion requires synergistic work, flexible working is very useful. Employees in organization should be ready to do works in addition to their main work in job descriptions. According to Saputra, et al. (2021) that organizations with workers having strong OCB can perform more productively than organizations having employees with low OCB. Individually, the better an employee's OCB, the better his performance in helping to achieve organizational goals will be.

Several research results concerning effects of OCB towards performance of employees prove that employees' OCB behavior significantly and positively gave effects on performance of employees. This indicates the better an employee's OCB behavior, the better his performance, because they are voluntarily willing to carry out positive activities out of their workload with the aim of helping achieve organizational targets (Hidayah & Harnoto, 2018; Amalia, et al., 2021; Wicaksono & Gazali, 2021). Thus, the researcher formulated the hypothesis as below:

H₃: Organizational Citizenship Behavior gives significant effects on performance of employees.

Many factors, both internal and external factors, may have a direct or indirect influence on employee performance in conducting their duties and responsibilities. According to Wicaksono and Gazali (2021), one of internal factors is working satisfaction and employee OCB behavior. Both factors are interconnected with each other in influencing employee performance. In a position as a mediator variable, OCB is also predicted that it can mediate effects of work satisfaction variables on performance of employees. Satisfied employees will certainly show good OCB behavior in helping achieve organizational goals in the form of increased performance.

Several research results related to effects of work satisfaction towards performance of employees by way of OCB show that OCB can mediate effects of work satisfaction towards employees' performance (Hidayah & Harnoto, 2018; Wulani & Junaedi, 2020; Kaur & Kang, 2021). Thus, the researcher formulated the following hypothesis below:

H₄: Work satisfaction had significant effects towards employee performance through OCB

Furthermore, working environment is also predicted to be able to influence employees' performance directly or indirectly. According to Neessen, et al. (2021) external factors that can influence employees' performance are working environment; whereas according to Wicaksono and Gazali (2021),

one of internal factors that can affect employees' performance is employees' OCB behavior. OCB is predicted to mediate effects environment of work on employees' performance. Better conditions of an organization's working environment, the more optimal the voluntary behavior (OCB) so that it give an impact on improving their performance.

Some research results on some relations among working satisfaction, OCB and performance of employees indicated that OCB could mediate effects of work satisfaction on employees' performance (Neessen, et al., 2021; Vivaldy & Toni, 2020). However, the research results of Saputra, et al. (2021) found the fact that a bad working environment give a negative effect on employees' OCB behavior, so that it might reduce their performance. Thus, the researcher formulated hypothesis as below:

H₅: Work environment significantly gave effects towards employees' performance through OCB

Research Methods

The population of this study was 44 Civil Servants (PNS) at Batu City Education Office. The sample size was determined with a saturated sampling technique, in which the entire population was taken as a sample. The basis for determining the saturation sampling technique is the opinion of Arikunto (2014) that if the number of subjects (population) is less than 100 it is better to take all of them as sample so that the research is considered as population research.

To obtain relevant and valid data, questionnaires as instrument were distributed to collect data from respondents. Measurement instrument of the research used a Likert scale, which is a psychometric scale commonly used in survey research. Variation of answers for 16 indicators on four research variables, namely: working satisfaction (X1), working environment (X2), OCB (Y1) and Employee performance (Y2) applied a Likert scale using four categories of answer variation of, namely: agree, very agree, and disagree, very disagree.

Furthermore, analysis of data was conducted with an application of PLS SEM. The use of SEM PLS in the analyzing of data was based on the consideration that it did not require normally distributed data; it can use a small sample size (recommended number at least 30); it did not require random sample; it could use a measurement scale other than intervals; it can use formative indicators to measure latent variables, it was appropriate to use as a procedure to develop a theory at an early stage, and it allowed very complex models with many latent variables and indicators (Ghozali, 2008).

Results and Discussion

Evaluation on Measurement Model (Outer Model)

Measurement of PLS SEM model in the outer model was a reflective measurement, because changes in the construct caused changes in its indicators. The testing of model of measurement was done to show results of validity and reliability tests.

Validity test was conducted to know whether the construct met requirements to be continued in research or not. In this validity test, there were two types of evaluation that will be carried out, namely Convergent validity with a reflective model of indicators that was assessed concerning item score correlated with construct score by observing the standardized loading factor. The correlated item scores with construct values was considered to be high if the outer loading value is > 0.7 ; whereas according to Chin et.al. (1998), outer loading values between 0.5 – 0.6 were regarded good enough. Next, it used discriminating validity, which served as model of measurement with reflection on indicators by comparing the roots of average variance extracted (AVE) values; If the root of the AVE value is more

than 0.5 then the model is suitable or all items of the variable are valid. Testing results of Convergent validity can be read in the table below:

Table 1. Result of Convergent Validity Test

No	Variabel	Indicator	Outer Loading
1	Working Satisfaction (X1)	X1.1	0,626
		X1.2	0,763
		X1.3	0,707
		X1.4	0,526
		X1.6	0,719
		X1.7	0,651
		X1.8	0,726
		X1.9	0,820
		X1.10	0,753
		2	Working Environment (X2)
X2.2	0,686		
X2.3	0,845		
X2.4	0,694		
3	Organizational Citizenship Behavior (OCB) (Y1)	Y1.1	0,616
		Y1.2	0,416
		Y1.3	0,727
		Y1.4	0,683
		Y1.5	0,642
		Y1.6	0,644
		Y1.7	0,678
		Y1.8	0,621
4	Employee Performance (Y2)	Y2.1	0,865
		Y2.2	0,728
		Y2.3	0,604
		Y2.4	0,623
		Y2.5	0,867
		Y2.6	0,623
		Y2.7	0,836

Based on Table 1 one knows that all outer loading values for each item are stated to be more than 0.5 so that they are considered quite valid. Thus, the indicator of each latent variable has a good level of validity and significance because it has a loading value of more than 0.5.

Besides, it is also necessary to look at Validity of Discriminant, namely with the comparison of value of square root of average variance extracted (AVE). The value of discriminant validity is good if it has value of a square root of average variance extracted (AVE) more than 0.5. Results of the testing of Discriminant validity are listed in the table below.

Table 2. Result of Discriminant Validity Test

Variable	Average Variance <i>Extracted</i> (AVE).	Square root of AVE
Working Satisfaction	0,495	0,703
Working environment	0,501	0,707
OCB	0,403	0,634
Employee Performance	0,553	0,743

In Table 2 above, one knows that value of AVE root in each variable is more than 0.5. Thus, it can be said that the model is appropriate and valid.

Reliability Test

In the measuring of reliability of a construct with SEM-PLS one can use two ways, namely by reliability of Cronbach's Alpha and Composite. It turns out that the assessing with Cronbach's Alpha gave a lower score. Thus, it is suggested to use composite reliability and its value must be more than 0.6.

Table 3. Result of Reliability Test

Variable	Composite Reliability	Cronbach's Alpha
Working Satisfaction	0,897	0,876
Working Environment	0,796	0,691
OCB	0,841	0,786
Employee Performance	0,894	0,859

From table 3 one knows that value of Composite Reliability and Cronbach's Alpha of all items for each variable are more than 0.6. Thus, one can conclude that all items in each variable are reliable.

Structural Model (Inner Model) Evaluation

Structural model evaluation was intended to predict relationship among latent variables by using R-square. The values of R-squares are 0.67, 0.33 and 0.19 indicating a strong, moderate and weak model (Chin et al., 1998).

Table 4. Result of Coefficient Determination

Model	R ²
OCB	0,506
KinerjaPegawai	0,453

Table 4 shows that the R2 value of the variable of OCB is 0.506; this indicates that the OCB variable can be elaborated by working satisfaction and working environment variables of 50.6%; while 49.4% is supported by other variables beyond this research model. Models for working satisfaction and work environment variables on OCB are considered moderate or good enough model.

Meanwhile, R2 value of the variable of employee performance is 0.453. Such value indicates that employee performance variable can be elaborated by working satisfaction and working environment variables indirectly where through the variable of OCB as a mediating variable the value is 45.3%; while 54.7% described by other variables beyond this research model. Model of working satisfaction and working environment variables on employee performance through OCB are considered as a moderate or good enough model.

Hypothesis Testing

Hypothesis testing was used to determine the direct and indirect effects. Results of the significance test of SEM PLS analysis parameters on the direct effect were used to test hypotheses 1 to 5. While indirect influence was used to test hypotheses 6 and 7. Results of the SEM PLS test for the direct effect were as follows.

Table 5 Estimation Result of Direct Influence and Indirect Influence

Relation	Coefficient	Statistic-t	P-value
Working Satisfaction → Employee Performance	0,341	2,074	0,203
Working environment → Employee Performance	0,022	0,135	0,893
OCB → Employee Performance	0,842	3,551	0,000
Working Satisfaction → OCB → Employee Performance	0,455	2,999	0,003
Working environment → OCB → Employee Performance	0,228	1,771	0,077

Discussion

Working Satisfaction Gives a Significant Influence on Employees' Performance

Based on table 5, one can see that significance value of working satisfaction variable on employee performance is $0.203 > \alpha (0.05)$ and t-statistic ($2.074 > t\text{-table } (2.018)$) and the SEM path coefficient of 0.341 is positive. This means that working satisfaction gave a significant influence to employee performance, and when working satisfaction grows higher, it will be followed by an increase in employee performance.

As it is known that working satisfaction is a person's attitude towards work as a reflection of pleasant and unpleasant experiences with the work done along with expectations for this work in the future (Goetz & Wald, 2022). If the employee is satisfied with the conducted work, a positive attitude will appear in him; but if he is not satisfied, then a negative attitude will appear. Employees' working satisfaction is closely related to their performance. Employees who are satisfied in doing their work will have motivation, commitment to the organization, and high work participation so that this leads to efforts to improve their performance. This research results are in similar with a research done by Goetz & Wald (2022), Hanafi & Syah (2021), Wicaksono & Gazali (2021), Nasir, et al. (2020), Vivaldy & Toni (2020) indicating that satisfaction with the work done has significantly influenced employees' performance.

Working Environment Gives Significant Influence to Employees' Performance

In table 5, one can see that significant value of working environment variable influencing employee performance is $0.893 > \alpha (0.05)$, t-statistic ($0.135 < t\text{-table } (2.018)$), and the SEM path coefficient of 0.022 is positive. This means that working environment gave significant influence to employees' performance; and if working environment is conducive, it will be followed by employees' improved performance.

Working environment is a physical and non-physical reality around employees that can influence someone in doing work in the organization. A comfortable work environment causes to increase the level of employees' concentration in a work. This condition supports the level of employee productivity to increase. Therefore, employees are very concerned with work environment, in regard of personal comfort and easiness of doing good work (Lopez-Cabarcos, et al., 2022). This means that the better the conditions of physical and non-physical working environment, this can encourage employee enthusiasm to continue

to improve their performance. This argument is in accordance with research results by Hanafi & Syah (2021), Nasir, et al. (2020) and Vivaldy & Toni (2020) that show that working environment has significantly given effect to employee performance.

Organizational Citizenship Behavior (OCB) Significantly Influences Performance of Employees

Organizational Citizen Behavior (OCB) is a term used to describe employees who are voluntarily willing to do positive activities in addition to their workload to help realize organizational goals. According to Neessen, et al. (2021), OCB is employee work behavior on a voluntary basis out of predetermined job descriptions in order to improve organizational performance. Organizational success requires prerequisites, including workers who are ready to do work beyond their assigned duties and are encouraged to provide performance exceeding the target (Robbins & Judge, 2015).

Based on table 5, one may see that the significance value of the Organizational Citizenship Behavior (OCB) variable on employee performance is $0.000 < \alpha (0.05)$, $t\text{-statistic} (3.551) > t\text{-table} (2.018)$ and the SEM path is 0.842 which is positive. This can be interpreted that OCB has significantly given effects to performance of employees, and if OCB is getting better, employee performance will also increase.

In a dynamic work rhythm, where tasks are carried out more frequently in order to achieve optimal targets, working flexibility is a necessity. Organizations need workers to be willing to conduct tasks that are not included in their job description. Employees who have good OCB in doing work in the organization will usually have better performance than employees who have low OCB. Individually, the better the employee's OCB, the better his performance in helping to achieve organizational goals. This argument is similar with result of research by Amalia, et al. (2021), Wicaksono & Gazali (2021), and Hidayah & Harnoto (2018) that show that OCB gave a positive and significant effect to employees' performance.

Effect of Working Satisfaction towards Performance Through Organizational Citizenship Behavior (OCB)

In table 5, one can see that significant value of variable of working satisfaction influence towards performance of employees through OCB is $0.003 < \alpha (0.05)$, $t\text{-statistic} (2.999) > t\text{-table} (2.018)$ and a path coefficient of 0.455 is positive. This result means that work satisfaction has significantly given effect to employee performance through OCB, and when employee's work satisfaction grows, it will also be followed by an increase in OCB and leads to increased performance. Therefore, if workers feel satisfied with their work they are responsible for, there will be an increase in employee OCB behavior in helping to realize organizational goals so that it has an impact on improved performance.

As one knows that job satisfaction is a measure of the level of individual satisfaction in carrying out the work that is the scope of his responsibility. Employees' work satisfaction is closely related to voluntary behavior (OCB) helping to handle work that exceeds the workload in order to accelerate the organization in achieving its goals (Kaur & Kang, 2021). Thus, employees who are satisfied with their jobs will show strong OCB behavior at work, which leads to increased performance. This argument is like results of research done by Ferdiyono et.al. (2018) and Isnaini, et.al. (2018) which state that OCB gets a significant role to mediate effects of employee work satisfaction on improving their performance.

Working Environment Has Significantly Given Effect to Employee Performance Through Organizational Citizenship Behavior (OCB)

From table 5, one can see that the significant value in work environment variable influencing performance of employee through OCB is $0.077 < \alpha (0.05)$, $t\text{-statistic} (1.771) < t\text{-table} (2.018)$ and a path

coefficient of 0.228 is positive. This result means that working environment has not given significant effect to employee performance through OCB; when employee's work environment is improved, it is hoped that there will be an increase in OCB so that it leads to increased performance. In this case the mediation occurs imperfectly so that it requires other supporting variables; in other words, the influence of work environment towards employees' performance is more significant if it is done directly without going through OCB. The results of this research agree with the research done by (Suhardi, 2019) explaining that direct influence of environment to employee performance has a better influence on employee performance compared to through OCB as a mediating variable.

As is known, that working environment is a condition that exists around employees, which can influence the implementation of work. The work environment can be in the form of both physical environments of work and non-physical work environment. Employees who work in organizations with adequate working conditions can generate feelings of pleasure to voluntarily help realize organizational goals (Neessen, et al., 2021). Thus, it can be ensured that employees who are satisfied with conditions of work environment, their OCB behavior will be stronger, which leads to an increase in their performance.

Conclusion

Employees' performance serves as an important factor in improving quality of public services. Increased employees' performance may be caused by various variables including working satisfaction, working environment and employees' willingness to work beyond their main duties and functions (OCB). In the position as an independent variable it is proven that satisfaction of work, work environment and OCB have given positive and significant effects towards employee performance. When working satisfaction increases, environment of work is conducive and employee OCB increases, employees' performance also increases.

The existence of OCB as a mediating variable for the influences of work satisfaction and work environment towards performance is proven to be positive and significant. Therefore, if the management of Batu City Education Office seeks to improve employees' performance, this can be done by increasing work satisfaction and creating a conducive work environment accompanied by strengthening employee OCB.

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