

# The influence of motivation and employee satisfaction on employee performance through organizational citizenship behavior at PDAM Giri Tirta Gresik district

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## ARTICLE INFO

### Article history:

Received Jul 15, 2023

Revised Jul 28, 2023

Accepted Jul 30, 2023

### Keywords:

Employee performance,  
Employee satisfaction,  
Motivation,  
Organizational citizenship  
behavior,

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## ABSTRACT

Performance is the achievement of work (performance) both in quantity and quality achieved by a person during a certain period usually in one year. Employees who complete their duties properly and correctly will have high performance. This study aims to test and analyze employee motivation and satisfaction on employee performance with Organizational citizenship behavior as an intervening variable. This research was obtained from labor respondents at PDAM Giri Tirta Gresik Regency totaling 769 respondents. Determination of the number of samples using a representative sample so as to get as many as 100 labor respondents. This study uses primary data, namely by distributing questionnaires. In addition to primary data, this study also uses secondary data. This type of research uses quantitative research. The data analysis technique used is Partial Least Square (PLS). The results of this study explain that 1) Motivation can contribute to improving Organizational citizenship behavior. 2) Employee satisfaction can contribute to improving organizational citizenship behavior. 3) Employee satisfaction can contribute to improving employee performance. 4) Employee satisfaction can contribute to improving employee performance. 5) Organizational citizenship behavior can contribute to improving employee performance. 6) Motivation can contribute to improving employee performance through organizational citizenship behavior. 7) Employee satisfaction can contribute to improving employee performance through organizational citizenship behavior.

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## 1. Introduction

Employees are not only the organization's most valuable asset, but also its human resources, which play an important role in the growth of the organization because they are its driving force. All activities related to human resource management, including providing motivation to employees to be vibrant and enthusiastic.

Rezeki et al., (2021), specifically the administration and use of assets that exist in people. The executive and use grow ideally in the field of work to achieve authoritative goals and the turn of events of individual representatives. The company's human resources-its employees-need to be managed professionally to achieve a balance between their needs and the organization's capabilities. This balance is the main key for the organization to grow profitably and normally. Motivation, employee satisfaction, organizational citizenship behavior, and employee performance are matters related to staffing and human resources.

Romy et al., (2022) define motivation as "the driving force that causes an organization member to want to exert expertise or skills, energy, and time to carry out various responsibilities that are his responsibility, in order to achieve organizational goals and objectives."

A person can be motivated by himself or by others. Performance in completing a task will improve when an employee is internally motivated. In addition, motivation can come from various sources, including coworkers, superiors, and even subordinates. The more motivated an employee is to complete their work, the better their performance will be. Without workers' energy and inspiration, organizations tend not to run well. Assuming that workers are encouraged in the organization, discipline will arise in the representatives. Basically, inspiration is important for a hierarchical way of behaving that includes comfort that encourages workers to act well and achieve goals within the established association. Meanwhile, employee satisfaction is the result of labor related to motivation. An individual will feel satisfied or dissatisfied with his job, and this is something personal, which depends on how the individual perceives the congruence or conflict between his desires and the results of his output.

Ekawarna, (2018) suggests that job fulfillment is a single disposition towards his job. It is the result of the way he or she perceives the job, which is influenced by things like supervisor style, policies and procedures, work group extension, working conditions, and benefits. In addition, Ekawarna (2021) asserts that employee satisfaction is one component of life satisfaction. Ideas about the workplace can affect how they feel. The belief is that employee satisfaction has an effect on overall life satisfaction when work is seen as an important component.

Definition of Organizational citizenship behavior is free and voluntary because it is not required by role requirements or job descriptions that are clearly demanded based on a contract with the organization. Rather, it is done because of concern for the volunteerism possessed by the employee himself, so it is logical that organizational citizenship behavior cannot be significantly influenced by ethical leadership. states that organizational citizenship behavior is free and voluntary because it is not required by role or position requirements. (Sugianingrat et al., 2021)

Employee performance is one of the determining factors for the success of achieving the goals of a company or organization. Therefore, the performance of employees needs to receive attention from company leaders, because the decline in employee performance can affect the overall performance of the company. According to (Ariarni & Afrianty, 2017) High motivation is expected to improve employee performance, because employees will have their own satisfaction in completing a job, and motivation will be able to influence a unique activity, namely Organizational citizenship behavior.

Regional Drinking Water Company or often called PDAM is one of the regionally owned business units, which is engaged in the business of distributing clean water to the general public. PDAMs are now found in every province, regency, and municipality throughout Indonesia. PDAM is a means of providing clean water that is supervised and monitored by the executive and legislative apparatus of the region. At PDAM Giri Tirta Gresik Regency, performance appraisal is an effort to see and measure the level of management performance in managing the company so that the level of efficiency and effectiveness of the management of the PDAM concerned can be known. Assessment and measurement of PDAM performance is carried out in the management of PDAM management, so that the results of the assessment and measurement produce recommendations that can be followed up by stakeholders. In assessing the performance of PDAMs, the Water Supply System Implementation Improvement Agency (BPPSPAM) through representatives spread across each province. However, there is a problem of decreased performance at PDAM Gresik Regency, the recapitulation of the performance assessment of PDAM Giri Tirta Gresik Regency employees has decreased in 2021. The decline in the overall performance value of PDAM Gresik Regency is strongly influenced by four main factors consisting of: Finance, Service, Operations and Human Resources.

Based on the results of performance appraisal can be used as a means of increasing motivation. This is because one of the objectives of performance appraisal is to increase motivation (Sinuraya et al., 2022). Based on the results of an interview with one of the employees at PDAM Giri Tirta Gresik Regency, employees see performance appraisal as a place to motivate them at work. In every activity carried out, Gresik Regency PDAM Giri Tirta employees always conduct an evaluation or performance appraisal. So that if there is less than optimal performance, employees are not only corrected for their mistakes, but also given motivation to be more enthusiastic at work.

From this view, it provides an opportunity for researchers to bring up a mediating variable, namely organizational citizenship behavior which aims to determine the indirect effect of employee satisfaction variables, motivation on performance. The use of Organizational Citizenship Behavior as an intervening variable, because according to (Wibowo & Mochklas, 2020) states that Organizational Citizenship Behavior (OCB) is free individual behavior, not directly or explicitly related to the reward system and can improve the effective functioning of the organization (Marliani, 2016).

From this view, it provides an opportunity for researchers to bring up a mediating variable, namely Organizational Citizenship Behavior, which aims to determine the direct and indirect effects of motivation variables and employee satisfaction on performance.

According to Hidayat, (2021) Employee satisfaction is a general attitude towards one's job that shows the difference between the amount of appreciation workers receive and the amount they believe they should receive. According to (Wicaksono & Gazali, 2021) employee satisfaction is the most important thing for workers for organizational development, workers expect to get more satisfaction with their jobs than in the past. This shows that employees are satisfied with their jobs because they fulfill their own goals. Employee satisfaction is very important for an organization or company because satisfied employees try to provide the best service. If someone is satisfied with their job and the company, they will make every effort to contribute back to it.

Fransyah et al., (2022) argued that performance is the achievement of work (*performance*) both in quantity and quality achieved by a person during a certain period usually in one year. According to Edward (2022), performance is a comparison of the results of work achieved by employees with predetermined standards where when the resulting performance can reach or exceed predetermined standards or targets then one's performance can be said to be good and vice versa. The wider the gap between targets and achievements, the lower the performance can be said to be.

Based on the problem formulation, research objectives and several theoretical foundations that have been put forward, it has been explained that employee motivation and satisfaction affect employee performance with organizational citizenship behavior as an intervening variable.

Hypothesis : H1: Motivation affects organizational citizenship behavior; H2: Employee satisfaction affects organizational citizenship behavior; H3: Motivation affects employee performance; H4: Employee satisfaction affects employee performance; H5: Organizational Citizenship Behavior has an effect on Employee Performance; H6: Motivation affects employee performance through organizational citizenship behavior; H7: Employee satisfaction affects employee performance through organizational citizenship behavior

## 2. Research Method

The approach used is quantitative method. According to Abdussamad, (2022) quantitative methods are research methods based on positivistic (concrete data), research data in the form of numbers to be measured using statistics as a calculation test tool, related to the problem under study to produce a conclusion.

### Operational Definition and Variable Measurement

#### Motivation (X1)

According to Umam, (2018) the indicators of motivation are as follows: (a). Responsibility in doing work; (b). Achievements achieved; (c). Self-development; (d). Independence in action

#### Employee satisfaction (X2)

Employee satisfaction is the pleasure of employees for their role and work at the PDAM. According to Nasrul et al., (2021), the indicators of employee satisfaction are as follows: (a). Position Promotion; (b). Supervision; (c). Coworkers; (d). Working Conditions

#### Organizational Citizenship Behavior (Z)

Organizational citizenship behavior is the behavior of employees who voluntarily do work that exceeds the standard tasks assigned, in order to help the company's sustainability in achieving its goals. Hamali, (2018) suggests five indicators of the dimensions of organizational citizenship behavior as follows: (a). Helping (altruism); (b). Community or organizational policy (civic virtue); (c). Prudence (conscientiousness); (d). Courtesy; (e). Sportsmanship

#### Employee Performance (Y)

Employee performance is the result of employee work at PDAM Gresik Regency. Indicators of employee performance according to Hutasuhut, (2022), are as follows: (a). Quality of work ; (b). Punctuality (Pomptnees); (c). Initiative; (d). Capability; (e). Communication.

#### Population and Sample

Population according to Abdussamad, (2022) is a generalization area consisting of: objects or subjects that have certain qualities and characteristics that are applied by researchers to study and then draw conclusions. The population in this study were all employees of PDAM Giri Tirta Gresik Regency, totaling 769 people. The sample is part of the number and characteristics possessed by the population (Sugiyono, 2018). Sampling in this study was carried out using the simple random sampling method. Simple random sampling is a way of sampling by selecting directly from the population and the chances of each member of the population to become a sample are very large. The implementation of random sampling samples is due to the fact that the population members of this study are considered homogeneous because the samples taken are PDAM employees. The sample determination is determined using the Slovin formula as follows:

$$n = \frac{N}{1 + N(e)^2} \quad (1)$$

Description:

n = Sample size / number of respondents

N = Population size

e = Percentage of allowance for inaccuracy due to sampling errors that can still be tolerated or desired, namely 10% or 0.1

The population contained in this study amounted to 6,507 people, so the sample size in this study was 769

$$n = \frac{769}{1 + 769(0,1)^2} \quad (2)$$

= 88 (rounded to 100)

So, the total number of respondents in this study was 100 people. Based on the results of the calculation using the sampling technique through the Slovin formula approach, the sample size is 100 respondents. The sampling technique in this research uses probability sampling.

### Analysis Technique

According to Abdussamad, (2022) states that data analysis techniques in quantitative research use statistics. In this study, data analysis will use descriptive statistical techniques. As the name implies, descriptive will only describe the state of a symptom that has been recorded through a measuring instrument and then processed according to its function. The results of the processing are then presented in the form of numbers so that it gives an impression that it is easier to capture its meaning by anyone who needs information about the existence of these symptoms. According to Sugiyono (2018) descriptive statistics are statistics used to analyze data by describing or describing the data that has been collected as it is without intending to make general conclusions or generalizations.

## 3. Results And Discussions

### Model PLS

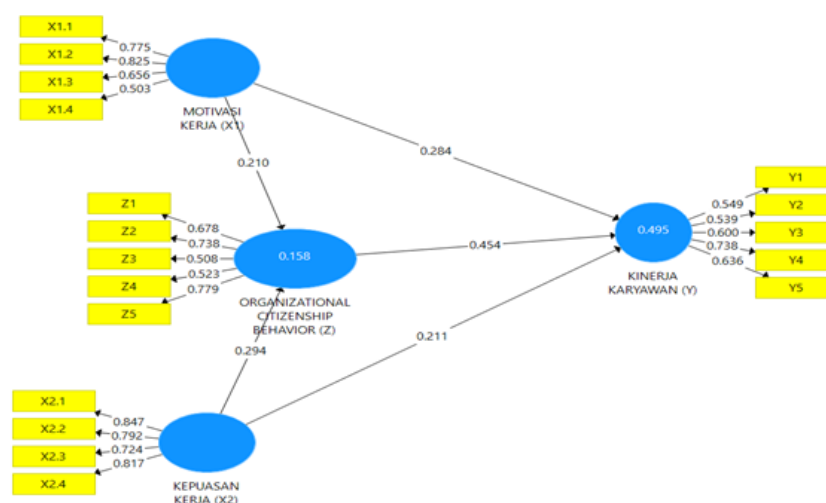


Figure 2. PLS model

From the PLS output picture above, it can be seen the magnitude of the factor loading value of each indicator located above the arrow between the variable and the indicator, it can also be seen the magnitude of the path coefficients above the arrow line between the exogenous variables, namely the Employee Performance variable while the mediating variable in this study is Organizational Citizenship Behavior and the endogenous variables, namely Motivation, Employee satisfaction.

### Results of Inner Weights Direct Influence

**Table 1.** Inner weight

|  | Original<br>Sample<br>(O) | Sample<br>Mean (M) | Standard<br>Deviation<br>(STDEV) | T Statistics<br>(O/STDEV) | P Values |
|--|---------------------------|--------------------|----------------------------------|---------------------------|----------|
| Job satisfaction (x2) -> performance (y)                   | 0.211                     | 0.217              | 0.081                            | 2.593                     | 0.010    |
| Job satisfaction (x2) ->Organizational citizenship         | 0.294                     | 0.309              | 0.096                            | 3.059                     | 0.002    |
| Motivation (x1) -> performance (y)                         | 0.284                     | 0.287              | 0.093                            | 3.047                     | 0.002    |
| Motivation (x1) ->Organizational citizenship               | 0.210                     | 0.224              | 0.104                            | 2.021                     | 0.044    |
| Organizational citizenship Behavior (z) -> performance (y) | 0.454                     | 0.467              | 0.087                            | 5.219                     | 0.000    |

*Source: Data Processed, 2022*

From the table above, it can be concluded that the hypothesis:

1. Motivation has a Significant Positive effect on Organizational Citizenship Behavior with a T Statistics value of 2.021 where the p-values = 0.044 is smaller than the  $\alpha = 0.05$  (5%) value.
2. Employee satisfaction has a Significant Positive effect on Organizational Citizenship Behavior with a T Statistics value of 3.059 where the p-values = 0.002 is smaller than the  $\alpha = 0.05$  (5%) value.
3. Motivation has a Significant Positive effect on Employee Performance with a T Statistics value of 3.047 where the p-value = 0.002 is smaller than the  $\alpha = 0.05$  (5%) value.
4. Employee satisfaction has a Significant Positive effect on Employee Performance with a T Statistics value of 2.593 where the p value = 0.010 is smaller than the  $\alpha = 0.05$  (5%) value.
5. Organizational Citizenship Behavior has a Significant Positive effect on Employee Performance with a T Statistics value of 5.219 where the p-values = 0.000 is smaller than the value of  $\alpha = 0.05$  (5%) 5.

### Indirect Effect

Apart from the direct effect as in the hypothesis testing above, from this modeling it can be seen the total effect or indirect effect or indirect effect (through mediating variables), as in the following total effect table with hypothesis testing with mediating variables as follows:

**Table 2.** Total effects (Mean, STDEV, T-Values)

|   | Original<br>Sample<br>(O) | Sample<br>Mean (M) | Standard<br>Deviation<br>(STDEV) | T Statistics<br>(O/STDEV) | P Values |
|---|---------------------------|--------------------|----------------------------------|---------------------------|----------|
| Job Satisfaction (X2)->Organizational Citizenship Behavior<br>(z)->Employee Performance (Y) | 0.133                     | 0.142              | 0.049                            | 2.725                     | 0.007    |
| Work Motivation (X1)->Organizational Citizenship Behavior<br>(z)->Employee Performance (Y)  | 0.095                     | 0.103              | 0.045                            | 3.111                     | 0.037    |

*Source: Data Processed, 2022*

From the total effect table above, it can be concluded that the hypothesis:

1. Motivation has a Significant Positive effect on Employee Performance through Organizational Citizenship Behavior with a T Statistics value of 2.111 where the p-values = 0.037 is smaller than the  $\alpha = 0.05$  (5%) value.
2. Employee satisfaction has a Significant Positive effect on Employee Performance through Organizational Citizenship Behavior with a T Statistics value of 2.725 where the p-values = 0.007 is greater than the  $\alpha = 0.05$  (5%) value.

## Discussion

### The Effect of Motivation on Organizational Citizenship Behavior

Based on the results of the research that has been done, it is found that Motivation has a significant positive effect on Organizational Citizenship Behavior can be accepted, this shows that the higher the employee's motivation, the higher the employee's Organizational Citizenship Behavior. Employees who have high motivation and will provide maximum effort to achieve organizational goals, with the achievement of organizational goals, the company can achieve success. Achievement which is the ability to achieve good results in quality and quantity produced by an employee is the biggest indicator affecting motivation. This shows that work achievement arises if there are driving factors that come from outside the individual and from within the individual. The stimulating power, driving force, motivation that encourages employees to want to work hard is different from one employee to another.

These results are in accordance with research conducted by Widyastuti and Palupiningdyah (2015) that motivation also encourages OCB. Motivation also affects employee OCB because when employees are motivated, it can make them feel valued so that it can influence their attitude to accept any job and carry it out. Suhardi (2019) found that motivation has a significant effect on organizational citizenship behavior of insurance employees in life insurance companies in Batam City. Fransyah, et al. (2022) produced research that Motivation partially has a significant positive effect on Organizational Citizenship Behavior. Hutasuhut (2022) produced research that Motivation has a significant effect on Organizational Citizenship Behavior. The better the motivation available, the better the organizational citizenship behavior.

### The effect of employee satisfaction on organizational citizenship behavior

Based on the results of research that has been conducted, it is found that employee satisfaction has a significant positive effect on organizational citizenship behavior, it can be accepted. The results of this study indicate that employees who are satisfied with their jobs tend to display higher organizational citizenship behavior. Employee satisfaction refers to the positive attitude that employees show towards their work by being disciplined and showing good performance.

At PDAM Gresik Regency, career development is one of the factors that can affect employee satisfaction. The purpose of the career development program is to match the needs and goals of employees with the career opportunities available in the company now and in the future. All employees of PDAM Gresik Regency have the right to obtain a promotion which is regulated in the Regulation of the Director of the Gresik Regency Regional Drinking Water Company (Appointment, Position and Employee Ability Development), namely: 1) Regular promotion system and optional promotion (awards for employee performance) to occupy certain positions; 2) Work performance, the results of work performance assessment are used as a consideration for promotion and promotion; 3) Improving the abilities and skills of employees who are considered capable of getting training and education inside and outside the company according to company needs.

These results are in accordance with research conducted by Wicaksono and Gazali (2021) which found that employee satisfaction (X) has a significant effect on organizational citizenship behavior (Z) in Favehotel Ahmad Yani Banjarmasin employees. Sari and Susilo (2018) produced research that employee satisfaction has a significant positive effect on organizational citizenship behavior. Fitri, et al. (2021) produced research that employee satisfaction has a significant positive effect on organizational citizenship behavior. This means that the higher the level of employee satisfaction, the higher the OCB of Peruri employees.

### Effect of Motivation on Employee Performance

Based on the results of research that has been conducted, it is found that Motivation has a significant positive effect on Employee Performance, it can be accepted. The results of this study indicate that employees are able to do work and want to achieve maximum results in their work. The realization of maximum performance requires an encouragement to bring up the willingness and enthusiasm for work, namely motivation. Motivation serves to stimulate employee abilities so that maximum performance results will be created. This identifies the author's initial assumption is proven correct which assumes that when the provision of motivation is carried out properly and correctly by the company, it will be able to improve employee performance. So that the provision of motivation must always be given to employees and further improved so that it can provide encouragement to employees to be even more enthusiastic about working. The management of PDAM Gresik Regency made a policy regarding the Individual Performance Management System abbreviated as SMUKI. With the SMUKI, the leadership, especially the Board of Directors, obtains data on the individual performance results of each employee and this will be the basis for management to consider employees who have good performance for career advancement by occupying certain

positions, and this is a separate motivation for employees. In addition, management also sends employees to attend training, seminars or conduct comparative studies outside to improve employee competence.

These results are in accordance with research conducted by Sanjaya, (2018) The results of this study indicate that motivation has a significant effect on employee performance, where the Head of Service as a leader has a role to motivate. According to (Syahputra, et al. 2020) The results of this study indicate that motivation has a significant effect on employee performance. (Saripuddin and Handayani, 2017) The results of this study indicate that motivation has a significant effect on employee performance. (Prayogi and Nursidin, 2018) The results of this study indicate that motivation has a significant effect on employee performance.

### **Effect of Employee Satisfaction on Employee Performance**

Based on the results of research that has been conducted, it is found that employee satisfaction has a significant positive effect on employee performance, it can be accepted. The results of this study indicate that employee satisfaction affects the performance of a worker, it is proven that employee satisfaction, if it is good, can improve employee performance. These results indicate that employees who can manage their time in a balanced manner, namely being able to divide their personal time with work time without having to harm their work can have a good impact on performance, so that employees can apply the Gresik Regency PDAM Management Policy in terms of increasing employee motivation by applying the principles of increasing employee prosperity while still considering the Company's capabilities. For this reason, management has taken a policy by applying a minimum wage based on the UMR of Gresik Regency for new employees.

These results are in accordance with research conducted by (Juniantara and Riana, 2015) stating that employee satisfaction variables have a partially significant effect on employee performance variables in Denpasar. (Supriyadi, 2018) proves that simultaneously employee satisfaction produces a significant effect on employee performance at PT Garda Jakarta. (Rosmaini and Tanjung, 2019) show that employee satisfaction has a significant effect on employee performance. (Harahap and Tirtayasa, 2020) state that employee satisfaction has a positive effect on employee performance at PT Angkasa Pura II (Persero) Kualanamu Branch Office.

### **Effect of Organizational Citizenship Behavior on Performance**

Based on the results of the research that has been carried out, the result that Organizational Citizenship Behavior has a significant positive effect on Employee Performance can be accepted. The results of this study indicate that the company has improved employee performance by getting used to implementing organizational citizenship behavior in the company so as to create a work environment with a comfortable atmosphere and increase employee satisfaction to encourage employee performance to be maximized. At PDAM Gresik Regency, organizational citizenship behavior can be used as one of the performance measurements in the human resource management approach so that employee performance is not only measured based on visible work results (output) but also measured in terms of extra employee behavior to be able to work more than the standard job description set by an organization. The application of organizational citizenship behavior in PDAM Gresik Regency as one of the benchmarks in performance appraisal will have an impact on decisions and policies in human resource management such as compensation systems, promotions, training, and so on. Organizational citizenship behavior has a role in terms of the effectiveness of employee performance appraisal, especially in company development.

These results are in accordance with research conducted by Widyastuti and Palupiningdyah (2015) showing that companies that have employees who have good OCB will have good performance. Wicaksono and Gazali (2021) produced research that Organizational citizenship behavior (Z) has a significant effect on Employee Performance (Y) Favehotel Ahmad Yani Banjarmasin. Suhardi (2019) produced research that organizational citizenship behavior has a significant effect on the performance of life insurance employees in Batam City is accepted. Fransyah, et al. (2022) produced research that organizational citizenship behavior has a significant positive effect on employee performance.

### **Effect of Motivation on Employee Performance through Organizational Citizenship Behavior**

Based on the results of the research that has been done, it is obtained that Motivation has a significant positive effect on Employee Performance through Organizational Citizenship Behavior, can be accepted. The results of this study indicate that employees have a strong urge to improve their performance even better than what is targeted by the company when employees have motivation combined with organizational citizenship behavior or volunteerism at work. At PDAM Gresik Regency, employees are seen and treated as members of the organization's extended family, will be encouraged to increase motivation. In turn, motivation will have an impact on various positive attitudes and behaviors, such as avoiding behavior that harms the good name of the

organization, loyalty to the leadership, to colleagues at the same level and to subordinates, and willingness to resolve conflicts through deliberation and so on.

These results are in accordance with research conducted by Suhardi (2019) resulting in research that Motivation through Organizational Citizenship Behavior on Employee Performance: the value of direct influence is greater than the value of indirect influence, the implication is that motivation directly has a better influence on employee performance, and what if the motivation is through Organizational Citizenship Behavior will actually weaken employee performance. Fransyah, et al. (2022) produced research that there is a mediating effect of organizational citizenship behavior on the effect of motivation on employee performance. Nurnaningsih, Wahyono (2017) produced research that organizational citizenship behavior is able to mediate the effect of motivation on employee performance.

### **The effect of employee satisfaction on employee performance through organizational citizenship behavior**

Based on the results of research that has been conducted, it is found that employee satisfaction has a positive effect on employee performance through organizational citizenship behavior, it can be accepted. The results of this study indicate that the relationship between employee satisfaction and organizational citizenship behavior, meaning that if an employee is satisfied in completing his job, it can lead to or encourage an employee to have an attitude of organizational citizenship behavior, and satisfied employees tend to speak positively about their company, and are happy to help others or their coworkers and try to complete all their work better than expected in the job.

These results are in accordance with research conducted by Hutasuhut (2022) resulting in research on the effect of employee satisfaction on employee performance with organizational citizenship behavior as a significant intervening variable, so that organizational citizenship behavior mediates the effect of employee satisfaction on employee performance. Sari and Susilo (2018) produced research that Organizational citizenship behavior does not mediate employee satisfaction on employee performance with a direct effect value that is greater than the indirect effect.

## **4. Conclusion**

This research highlights the importance of fostering a motivated and satisfied workforce that actively engages in organizational citizenship behaviors. Such behaviors not only contribute to organizational success but also lead to improved employee performance. The findings underscore the importance of considering employee motivation and satisfaction factors in human resource management practices to improve individual and organizational outcomes. Although the results of this study provide valuable insights, it is important to acknowledge the limitations of the study, which is based on a specific organization and sample. Generalizing these findings to other contexts requires caution, and further research with diverse populations is recommended. Overall, this study contributes to the understanding of the complex relationship between motivation, employee satisfaction, organizational citizenship behavior, and employee performance, which offers valuable implications for theory and practice in the fields of organizational behavior and human resource management.

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