

THE ROLE OF JOB SATISFACTION IN MEDIATING THE EFFECT OF ORGANIZATION CITIZENSHIP BEHAVIOR (OCB) AND MOTIVATION ON EMPLOYEE PERFORMANCE

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Abstract

The purpose of this research is to analyze the role of job satisfaction in mediating the effect of organization citizenship behavior (OCB) and motivation on employee performance. The type of this research is a quantitative research using path analysis with a population of all employees as many as 100 people. The sampling method used in this research is census method. The data analysis used in this research is path analysis. The results of this research showed that Organizational Citizenship Behavior (OCB) has a positive impact on employee performance, the motivation has a positive impact on employee performance and job satisfaction has a positive impact on employee performance.

Keyword: Organizational Citizenship Behavior (OCB), Motivation, Job Satisfaction, Employee Performance

1. INTRODUCTION

Human resources (HR) are the main key in a company, whether it is a government company or a private company. Human resources (HR) are the most important assets of a company in showing the vision and mission targets to be achieved by the company. The company is currently trying to make an adjustment strategy to deal with human resources in the millennial era which can be an internal challenge because human resources in the millennial era no longer show the value of loyalty to their company but rather put forward the desire to compete in order to get what they want.

According to Titisari (2014), Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the role in the workplace. The concept of *Organizational Citizenship Behavior* (OCB) teaches to always care and help each other to achieve company goals. One of the company's goals is to be able to achieve monthly turnover according to the target, so that the company can provide salaries to employees. Salary is one of rewards which becomes form of employee job satisfaction, therefore it can be concluded that *Organizational Citizenship Behavior* (OCB), employee performance and job satisfaction are interrelated. It is according to research conducted by Astakoni and Pradnyana (2015) which states that job satisfaction has a significant effect on *Organizational Citizenship Behavior* (OCB) and *Organizational Citizenship Behavior* (OCB) has a positive effect on employee performance.

Another factor besides *Organizational Citizenship Behavior* (OCB) that helps a company to achieve its target is motivation. Motivation is a willingness to expend a high level of effort towards organizational goals conditioned by the ability of that effort to meet the individual needs (Sedarmayanti, 2017:257). The success achieved by employees hard work will give them job satisfaction. According to Sinambela (2017:302-303) job satisfaction is a feeling of relative pleasure or displeasure. The motivation can improve the employee performance. The research conducted by Primanda and Azzuhri (2016) which states that work motivation has a significant effect on job satisfaction, job satisfaction has a significant effect on employee performance, motivation has an effect on employee performance and

motivation has an indirect effect significant effect on employee performance by job satisfaction as mediation. The concept of job satisfaction is the situation that an employee feels happy of what has been obtained and what is being done. According to Zahara and Hidayat (2017) in their research which states that the variables of job satisfaction and work discipline have a significant effect on employee performance. This is different from the research conducted by Nikolas and Windayanti which states that job satisfaction has no significant effect on employee performance. The variable needed in employee assessment is performance. The employee performance is the result of work achieved by a person based on job requirements (Bangun, 2012:231). The company needs the Organizational Citizenship Behavior (OCB) and motivation for the sake of improving employee performance and to get job satisfaction.

2. RESEARCH METHODOLOGY

2.1. Research Design

The research design used in this research is explanatory research. This research design aims to explain and analyze the relationship between independent and dependent variables or how an independent variable affects the dependent variable.

2.2. Data Types and Data Sources

The types of data and data sources in this research are primary and secondary data. Primary data obtained from employees of PT. Andatu Mulia (Nestle Product Distributor). Secondary data obtained from Human Resources Department (HRD) PT. Andatu Mulia (Nestle Product Distributor).

2.3. Population and Sample

The population used in this research are all employees of PT. Andatu Mulia (Nestle Product Distributor) as many as 100 employees. The sampling technique used in this research is the census method which uses the entire population of 100 employees.

2.4. Data Analysis Method

Path analysis is used as data analysis to analyze the role of job satisfaction in mediating the effect of organization citizenship behavior (OCB) and motivation on employee performance.

3. RESEARCH RESULT AND DISCUSSION

3.1. Data Analysis Results

The results of the equation model using the path analysis as follows :

$$Z = 0.574 X_1Z + 0.287 X_2Z + \epsilon_{11}$$

$$Y = 0.381 X_1Y + 0.340 X_2Y + 0.342ZY + \epsilon_{12}$$

t- test results of each variable used in this research has a value greater than the t-table, so it can be concluded that partially Organizational Citizenship Behavior (OCB), motivation and job satisfaction have a significant effect on employee performance.

4. DISCUSSION

4.1. The Effect of Organizational Citizenship (OCB) on Job Satisfaction

According to Titisari (2014), Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the role in the workplace. The employees with a good Organizational Citizenship Behavior (OCB) will have a high sense of concern for the company where he works. The Organizational Citizenship Behavior (OCB) will make the employees feel satisfied at work, because in addition to getting a salary every month employees can improve their insight and knowledge by helping to complete the work each other. Therefore, it can be concluded that Organizational Citizenship Behavior (OCB) can affect employee job satisfaction, this is in accordance with the research conducted by Lestari and Ghaby (2018) which states that Organizational Citizenship Behavior (OCB) has a significant positive effect on job satisfaction and employee performance.

4.2. The Effect of Motivation on Job Satisfaction

According to Sedarmayanti (2017: 257) motivation is a willingness to expend a high level of effort towards organizational goals conditioned by the ability of that effort to meet the individual needs. There are two types of motivation, namely positive and negative motivation. Positive motivation can be given to employees, one of which is in the form of rewards or incentives to employees who are able to complete their duties and responsibilities according to the target provided by the company. With rewards or incentives provided, employees are expected to be able to maintain or improve their performance to achieve company goals. Negative motivation can be given to employees, one of which is in the form of a warning letter (ST) for employees who are late for work. With the letter of reprimand (ST) it is hoped that employees can improve themselves to come on time to the office. The employees who get rewards or incentives from the company will feel satisfaction in himself because his hard work is appreciated by the company. Therefore, it can be concluded that work motivation can affect employee job satisfaction, this is in accordance with the research conducted Primanda and Azzuhri (2016) which states that work motivation has a significant effect on job satisfaction.

4.3. The effect of Organizational Citizenship (OCB) on Employee Performance

According to Robbins and Judge (2008:40) Organizational Citizenship Behavior (OCB) as optional behavior that is not a part of an employee's formal work responsibility, but supports the effective functioning of the organization. In the company, employees can work as well as possible to achieve the company goals, besides that employees can develop an Organizational Citizenship Behavior (OCB) at work. The example of that behaviour is becoming a volunteer for extra tasks so that they can be completed effectively and efficiently, then the company's targets and objectives can be achieved. Organizational Citizenship Behavior (OCB) can be applied in the form of teamwork within a department within the company.

Organizational Citizenship Braviour (OCB) can have an impact on employee performance, where employees will be able to complete their duties and responsibilities as

well as possible to help the company achieve its goals. Organizational Citizenship Behavior (OCB) can affect performance, this is in accordance with the research conducted by Astakoni and Pradnyana (2015) which states that Organizational Citizenship Behavior (OCB) has a positive effect on employee performance.

4.4. The Effect of Motivation on Employee Performance

Bayu Fadillah, *et al*, (2013:5) states that motivation is an encouragement of needs in employees that need to be met so that the employee can adapt to his environment and be able to achieve success established goals. Motivation can be obtained by employees through internal and external. Internal motivation is the motivation that employees get from within themselves. For example, an employee who buys a vehicle with a credit can indirectly motivate the employee to work well and not disappoint the company so that the employee can survive and get a salary from the company, even trying to get incentives or other rewards. If there is a competition made by the company that can be used to pay the vehicle loan installments.

The motivation obtained by employees from external can be exemplified by the motivation given by colleagues, when employees feel stress, the colleagues can give encouragement to encourage and help to ease the task so that it can be completed on time. Employees can return their mood and his spirit to complete their tasks and responsibilities effectively, so it can be concluded that work motivation can affect employee performance to be responsible for the tasks to be completed properly and help the company to achieve its goals. This is evidenced by the research of Primanda and Azzuhri (2016) which states that work motivation has a significant effect on employee performance.

4.5. The Effect of Job Satisfaction on Employee Performance

According to Suparyadi (2015), job satisfaction is a positive attitude based on the results of an evaluation of what is expected to be obtained through the efforts made in carrying out a job with the rewards it receives. The employees can receive the results of their work for a month in the form of salary and additional incentives if they achieve the target. The sales team will get

incentives if they can achieve the target of 100% sales in a month, from this achievement a sales person can get incentives in accordance with applicable regulations, with incentives obtained, a salesperson will feel his own satisfaction because his achievements are appreciated by the company. Finally, in the future he will always work and give his best for the company and will distribute 100% of the products that exist in the company. Therefore, it can be concluded that with the incentives provided by the company to its employees, employees will feel satisfied with their performance and will always try to give the best for the company. So it can be concluded that job satisfaction can affect the employee performance. This is evidenced by research conducted by Zahara and Hidayat (2017) which states that job satisfaction and work discipline have a significant effect on employee performance.

5. CONCLUSION

The Organizational Citizenship Behavior (OCB), motivation and job satisfaction have a direct and indirect effect on employee performance.

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