

## Analysis of Employee Performance with Organizational Citizenship Behavior (OCB) as an Intervening Variable at Pdam Surya Sembada Surabaya City



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**ABSTRACT:** Performance is work performance (performance) both in terms of quantity and quality achieved by a person during a certain period, usually within one year. Employees who complete their duties properly and correctly will have high performance. The population in this study is the workforce at PDAM Surya Sembada City of Surabaya amounting to 769 respondents. Determining the number of samples using a representative sample so as to get as many as 100 workforce respondents. The results of this study explain that 1) Work motivation can contribute to improving Organizational Citizenship Behavior (OCB). 2) Job satisfaction can contribute to improving Organizational Citizenship Behavior (OCB). 3) Job Satisfaction can contribute to improving employee performance. 4) Job Satisfaction can contribute to improving employee performance. 5) Organizational Citizenship Behavior (OCB) can contribute to improving employee performance. 6) Work Motivation can contribute to improving Employee Performance through Organizational Citizenship Behavior (OCB). 7) Job Satisfaction can contribute to improving Employee Performance through Organizational Citizenship Behavior (OCB)

**KEYWORDS:** Work Motivation, Job Satisfaction, Organizational Citizenship Behavior, Employee Performance

### I. INTRODUCTION

In a company, employees are a company asset that is very important and useful for the benefit of management in carrying out company operations or activities. Employees as human resources must be considered seriously. Without the presence of human resources it is impossible for the wheels of the company to run smoothly, so human resources play the most important role in achieving company goals. Employees are not just the main asset of an organization, but are human capital which has a very decisive role for the progress of an organization, because they are the driving force of the organization. All human resource management activities, which include providing motivation that aims to encourage employee passion and enthusiasm.

According to Rezeki, et al (2021), namely the management and utilization of existing resources in individuals. Management and utilization are optimally developed in the world of work to achieve organizational goals and the development of individual employees. Employees as human resources of a company need to be managed professionally in order to create a balance between employee needs with the demands and capabilities of the company's organization. This balance is the main key for the company to develop productively and naturally. Problems related to staffing and human resources are the provision of work motivation, job satisfaction, Organizational Citizenship Behavior (OCB) and employee performance.

According to Romy and Ardansyah (2022) motivation states the driving force that results in an organization member willing and willing to mobilize expertise or skills, energy and time to carry out various obligations that are his responsibility, in the context of achieving organizational goals and objectives. Motivation can arise from oneself or from others. Motivation that grows from within a high employee will improve performance in completing a job. In addition, motivation can arise from other people, motivation can arise from co-workers, or it can also arise from superiors and even from subordinates and the higher the motivation in completing work, the employee's performance will increase. Without the enthusiasm and motivation of employees, companies tend not to run well. If employees are motivated in the company, discipline will arise within the employee. While Job Satisfaction is the result of labor related to work motivation. An individual will feel satisfied or dissatisfied with his work, and this is something that is personal, which depends on the way the individual perceives compatibility or conflict between his desires and the output.

## **Analysis of Employee Performance with Organizational Citizenship Behavior (OCB) as an Intervening Variable at Pdam Surya Sembada Surabaya City**

According to Ekawarna (2021) suggests that job satisfaction is an individual's attitude towards his work. It is the result of his perception of work, which is based on factors that exist in the work environment, supervisor style, procedures and policies, work group affiliation, working conditions, and benefits. Furthermore, according to Ekawarna (2021) suggests that job satisfaction is part of life satisfaction. The nature of the work environment can influence how he feels.

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 (Zainal, 2015). Based on the results of an interview with one of the employees at PDAM Surya Sembada Kota Surabaya, employees see performance appraisal as a vehicle to motivate them to work. In every activity carried out, employees of PDAM Surya Sembada City of Surabaya always carry out performance evaluations or assessments. 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.

### **II. REVIEW OF LITERATURE**

Work motivation (X1) according to Siswadhi, et al (2022) said that work motivation is the provision of driving force that creates a person's enthusiasm for work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. This means that work motivation is something that can generate high enthusiasm in doing work, This is supported by Dewi and Harjoyo (2019) motivation is important at work because without strong work motivation in a person, it will be easy to be swayed so they decide to stop. Based on this explanation, it can be interpreted that the existence of this motivation can generate enthusiasm, encouragement and create positive actions because the stronger a person's motivation, the stronger the employee's efforts to achieve company goals.

Job satisfaction (X2) according to Siswadhi, et al. (2022) Job satisfaction is a general attitude towards one's work that shows the difference between the amount of rewards workers receive and the amount they believe they should receive. According to Wicaksono and Gazali (2021) job satisfaction is the most important thing for workers for organizational development, workers hope to get more satisfaction with their work than in the past. This shows that employees are satisfied with their work because it fulfills 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. According to Handayani, et al. (2020) stated that job satisfaction is a refinement in the midst of what individuals anticipate from their work and what they feel in reality.

Organizational Citizenship Behavior (OCB) (Z) according to Putra (2020) defines OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate increases the effective functioning of the organization. Successful organizations need workers who go beyond their normal job responsibilities to deliver performance above expectations. In today's dynamic workplace, where tasks are increasingly carried out by teams and flexibility is essential, workers who engage in good civic behavior help others on their teams, volunteer to do extra work, avoid unnecessary conflicts, respect enthusiasm as rules and regulations, and tolerating work assignments and interruptions at any time.

Employee performance (Y) according to Edward (2022), performance is work performance (performance) both in terms of quantity and quality achieved by a person during a certain period, usually within one year. According to Edward (2022), performance is a comparison of the work results achieved by employees with predetermined standards where when the resulting performance can reach or exceed predetermined standards or targets, that person's performance can be said to be good and vice versa. The wider the separation between targets and achievements, the lower a person's performance can be. Meanwhile, according to Edward (2022), performance is the result of work or work productivity both in quality and quantity achieved by a person or work team in carrying out tasks according to the responsibilities given by the organization. Edward (2022) defines performance as: Performance as behavior or action relevant to the attainment of an organization's goals that can be scaled, that is, measured. That performance is a behavior or activity that is relevant to the results achieved in a measurable organizational goal.

### **III. POPULATION AND SAMPLE**

Population according to Sugiyono (2018) 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 Surya Sembada Surabaya City totaling 769 people, with the following details: Administration & Finance Section, Engineering Section, General Section, Procurement Section, Human Resources Section, Customer Relations Section, Finance Section, Engineering Planning Section, Production Section, Customer Network Section, Maintenance Section, Management Information System Section, Research and Development Section.

# Analysis of Employee Performance with Organizational Citizenship Behavior (OCB) as an Intervening Variable at Pdam Surya Sembada Surabaya City

The sample is part of the number and characteristics of the population (Sugiyono, 2018). Sampling in this study was carried out using the simple random sampling method. Simple random sampling is a way of taking samples 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 the random sampling sample is because the population members of this study are considered homogeneous because the samples taken are PDAM employees. The sampling technique in this research uses probability sampling. Probability Sampling is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a sample member. Based on the results of calculations using the sampling technique through the Slovin formula approach, the number of samples is 100 respondents.

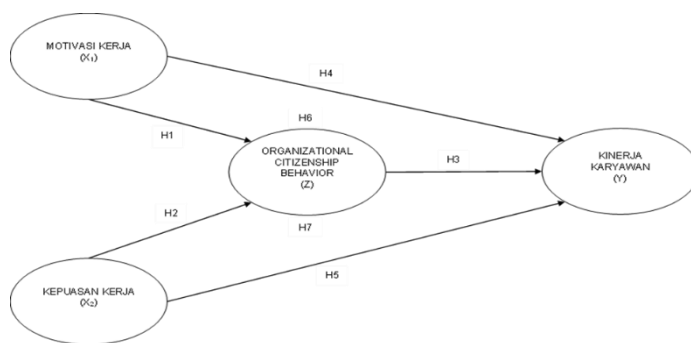
## IV. RESEARCH METHODS

The approach used is quantitative method. According to Sugiyono (2018: 13) 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.

## V. HYPOTHESES

- H1: Motivation affects Organizational Citizenship Behavior
- H2: Job Satisfaction affects Organizational Citizenship Behavior
- H3: Motivation affects Employee Performance
- H4: Job Satisfaction affects Employee Performance
- H5: Organizational Citizenship Behavior has an effect on Employee Performance
- H6: Work Motivation affects Employee Performance through Organizational Citizenship Behavior
- H7: Job Satisfaction affects Employee Performance through Organizational Citizenship Behavior

## VI. CONCEPTUAL MODEL



## VII. DATA ANALYSIS RESULTS AND DISCUSSION

### Outer Model

#### 1. Validity Test

The indicator has met convergent validity or good validity

Table 1. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Kepuasan Kerja (X2)	0.634
Kinerja Karyawan (Y)	0.580
Motivasi Kerja (X1)	0.591
Organizational Citizenship Behavior (Z)	0.529

Source: Processed Data (2022)

The next measurement model is the Average Variance Extracted (AVE) value, which is a value that shows the amount of indicator variance contained by the latent variable. Convergent AVE values greater than 0.5 also indicate good validity adequacy for latent variables. In reflective indicator variables, it can be seen from the Average variance extracted (AVE) value for each construct

## Analysis of Employee Performance with Organizational Citizenship Behavior (OCB) as an Intervening Variable at Pdam Surya Sembada Surabaya City

(variable). A good model is required if the AVE value of each construct is greater than 0.5. The test results show that the AVE value for the research constructs (variables), namely Work Motivation, Job Satisfaction, Job Satisfaction and Employee Performance, has a value greater than 0.5, so it is valid.

### 2. Reliability Test

*Composite reliability* is an index that shows the extent to which a measuring device can be trusted to be reliable. If a tool is used twice to measure the same symptoms and the measurement results obtained are relatively consistent, the tool is reliable. In other words, reliability shows a consistency of measuring devices in the same symptoms. The full results can be seen in the following table.

**Table 2. Data Reliability**

	Cronbach's Alpha
Kepuasan Kerja (X2)	0.807
Kinerja Karyawan (Y)	0.598
Motivasi Kerja (X1)	0.648
Organizational Citizenship Behavior (Z)	0.674

**Source:** Processed Data, 2022

Construct reliability as measured by the composite reliability value, the construct is reliable if the composite reliability value is above 0.70, so the indicator is called consistent in measuring the latent variable. The test results show that the research constructs (variables), namely Work Motivation, Job Satisfaction, Organizational Citizenship Behavior and Employee Performance, have a composite reliability value greater than 0.7. So it is reliable.

### Inner Model Testing

#### 1. R Square

Testing the inner model or structural model is carried out to see the relationship between variables, the significance value and R-square of the research model. After knowing the significant relationship between variables. thus, it can be concluded the hypothesis for the problem of customer satisfaction. Hypothesis testing is done with the bootstrap resampling method. The test statistic used is the t-test statistical test (Ghozali, 2008). Testing of the structural model is done by looking at the R-Square value which is a goodness-fit model test. Inner model testing can be seen from the R-square value in the equation between latent variables. As follows:

**Table 3. R-Square**

R Square		
	R Square	R Square Adjusted
KINERJA KARYAWAN (Y)	0.495	0.479
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z)	0.158	0.141

**Source:** Processed Data, 2022

The value of  $R^2 = 0.495$  It can be interpreted that the model is able to explain the phenomenon / problem of Employee Performance by 49.5%. While the rest (51.5%) is explained by other variables (other than Work Motivation, Organizational Citizenship Behavior and Job Satisfaction) that have not entered the model and errors. This means that Employee Performance is influenced by Work Motivation, Job Satisfaction, and Job Satisfaction by 49.5% while 51.5% is influenced by the variables of Work Motivation, Organizational Citizenship Behavior and Job Satisfaction. Furthermore, the path coefficient on the inner model can be seen.

# Analysis of Employee Performance with Organizational Citizenship Behavior (OCB) as an Intervening Variable at Pdam Surya Sembada Surabaya City

## 2. Results of Inner Weights

### a. Direct Influence

**Table 4. Inner Weight**

Path Coefficients					
Mean, STDEV, T-Values, P-Values					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
KEPUASAN KERJA (X2) -> KINERJA KARYAWAN (Y)	0.211	0.217	0.081	2.593	0.010
KEPUASAN KERJA (X2) -> ORGANIZATIONAL CITIZENSHIP	0.294	0.309	0.096	3.059	0.002
MOTIVASI KERJA (X1) -> KINERJA KARYAWAN (Y)	0.284	0.287	0.093	3.047	0.002
MOTIVASI KERJA (X1) -> ORGANIZATIONAL CITIZENSHIP	0.210	0.224	0.104	2.021	0.044
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z) -> KINERJA KARYAWAN (Y)	0.454	0.467	0.087	5.219	0.000

Source: Processed Data, 2022

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

1. Work 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 value of  $\alpha = 0.05$  (5%).
2. Job 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. Work 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 value of  $\alpha = 0.05$  (5%)
4. Job 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%)

### b. Indirect Influence

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

**Table 5. Total Effects (Mean, STDEV, T-Values)**

Specific Indirect Effects					
Mean, STDEV, T-Values, P-Values					
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
KEPUASAN KERJA (X2) -> ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z) -> KINERJA KARYAWAN (Y)	0.133	0.142	0.049	2.725	0.007
MOTIVASI KERJA (X1) -> ORGANIZATIONAL CITIZENSHIP BEHAVIOR (Z) -> KINERJA KARYAWAN (Y)	0.095	0.103	0.045	2.111	0.037

Source: Processed Data, 2022

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

1. Work 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. Job 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.

### The Effect of Work Motivation on Organizational Citizenship Behavior

Based on the results of the research that has been done, it is found that Work Motivation has a significant positive effect on Organizational Citizenship Behavior (OCB) can be accepted, this shows that the higher the employee's work motivation, the higher

## **Analysis of Employee Performance with Organizational Citizenship Behavior (OCB) as an Intervening Variable at Pdam Surya Sembada Surabaya City**

the employee's Organizational Citizenship Behavior (OCB). Employees who have high work motivation and will provide maximum effort to achieve organizational goals, by achieving 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 Work 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. This difference is caused by differences in motives, goals and needs of each employee to work. For this reason, both material and non-material employee needs should be met in accordance with their expectations if employee work performance is expected to be high. Seeing the importance of the influence of motivation on employee performance, motivation should be given to every organization, both private organizations and government organizations. So that providing motivation is absolutely necessary to encourage employees to carry out or complete which will ultimately facilitate company tasks.

### **The Effect of Job Satisfaction on Organizational Citizenship Behavior**

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

Organizational Citizenship Behavior (OCB) can arise because a worker gets satisfaction in his job. To achieve organizational success, it is necessary to meet the job satisfaction of each worker because it is the most important thing in management reality, including the opportunity to get a promotion. Job satisfaction is a major factor in the emergence of OCB behavior. The more satisfied the worker is with his job, the higher the chance he has OCB behavior. Job satisfaction will trigger OCB because if a worker is satisfied with the results of their work, it allows them to interpret the work and tasks carried out so that they can exceed the target and they usually help other coworkers to create effective and efficient work. OCB is the behavior of a worker by contributing more than the role demands in the workplace. This behavior involves several behaviors such as helping fellow coworkers, volunteering to do additional tasks, and complying with the rules and procedures that apply in the workplace. The behavior performed shows the added value of the worker

At PDAM Surabaya City, career development is one of the factors that can affect job 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 today and in the future. All employees of PDAM Surabaya City have the right to obtain a promotion which is regulated in the Regulation of the Director of the Surabaya City Regional Drinking Water Company (Appointment, Position and Employee Ability Development), namely: 1) Regular promotion system and optional promotion (award for employee performance) to occupy certain positions; 2) Work achievement, the results of work performance assessment are used as consideration for promotion and promotion; 3) Improving the abilities and skills of employees who are considered capable of obtaining training and education inside and outside the company according to company needs.

### **The Effect of Work Motivation on Employee Performance**

Based on the results of research that has been done, it is found that Work 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 with 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 providing motivation is done 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 indicator of doing difficult work earnestly has the highest frequency of respondents' answers affecting work motivation. Employees will also carry out their work enthusiastically to be able to meet their needs and achieve satisfaction. If the higher the standard of needs and satisfaction desired by an employee, the more active an employee will be in completing his work and obligations.

The management of PDAM Surabaya City has made a policy on Individual Performance 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,



## **Analysis of Employee Performance with Organizational Citizenship Behavior (OCB) as an Intervening Variable at Pdam Surya Sembada Surabaya City**

management also sends its employees to attend training, seminars or conduct comparative studies outside to improve employee competence.

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

Based on the results of research that has been done, it is found that Job Satisfaction has a significant positive effect on Employee Performance, it can be accepted. The results of this study indicate that Job Satisfaction affects the performance of a worker, it is proven that Job Satisfaction when it is good can improve employee performance. These results show 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 this Job Satisfaction well, of course, cannot be separated from the intervention of the organization which also takes part in implementing fair rules and policies for employees, but it also comes from the employee's own awareness of how to balance personal life and work life both in terms of time, communication and in other aspects.

PDAM Surabaya City 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 Surabaya City UMR for new employees. Furthermore, Kota Surabaya also provides benefits that vary at all levels of positions from the staff level to the Board of Directors level. Furthermore, Kota Surabaya provides Hari Raya allowance every year and year-end bonus to employees who meet the value.

Promotion opportunities are the biggest indicator affecting job satisfaction, this shows that job promotion is seen as recognition of the ability and potential of the employees concerned to occupy a higher position, with this promotion program, employees who feel potential will feel satisfaction in working in the company. In PDAM Surya Sembada, job promotion is also used as a reference to see the level of job satisfaction of PDAM Surya Sembada employees, with the promotion of positions, employees who feel potential will feel job satisfaction in working at the company which is also expected to improve their performance. The level of job satisfaction of PDAM Surya Sembada employees can be seen from how challenging the work given is to do, the wages and salaries given are felt to meet daily needs, and the opportunity to improve careers.

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

Based on the results of the research that has been done, the result that Organizational Citizenship Behavior (OCB) 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 (OCB) behavior in the company so as to create a work environment with a comfortable atmosphere and increase job satisfaction to encourage maximum employee performance.

At PDAM Surabaya City Organizational Citizenship Behavior (OCB) 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 (OCB) in PDAM Surabaya City as one of the benchmarks in performance assessment will have an impact on decisions and policies in human resource management such as compensation systems, promotions, training, and so on. Organizational Citizenship Behavior (OCB) has a role in terms of the effectiveness of employee performance appraisal, especially in company development. This means that the more detailed an employee performance appraisal is in a company, the stronger the Organizational Citizen Behavior (OCB) issue will be. Organizational Citizenship Behavior (OCB) as one of the factors of employee performance appraisal in the company has a non-formal assessment system, which is free and voluntary because the behavior of Organizational Citizenship Behavior (OCB) is not required by role requirements or job descriptions that are clearly required based on a contract with the company, but as a personal choice of employees. So companies that have good Organizational Citizenship Behavior (OCB) employees will have better performance than other organizations. The attitude or voluntary activities or Organizational Citizenship Behavior (OCB) of employees will support and assist the organizational functions of the employee's own performance.

### **The Effect of Work Motivation on Employee Performance Through Organizational Citizenship Behavior**

Based on the results of the research that has been done, it is found that Work Motivation has a significant positive effect on Employee Performance through Organizational Citizenship Behavior (OCB), 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 work motivation combined with Organizational Citizenship Behavior (OCB) behavior or volunteerism at work. Employee work motivation is shown by the tendency of employees to establish good relationships with fellow coworkers can lead to

## **Analysis of Employee Performance with Organizational Citizenship Behavior (OCB) as an Intervening Variable at Pdam Surya Sembada Surabaya City**

Organizational Citizenship Behavior (OCB) behavior, so that employees will have a strong urge to carry out work tasks seriously, both basic tasks and additional tasks given, as well as concern for fellow coworkers.

Organizational Citizenship Behavior (OCB) as an intervening variable, influenced by the indicator that most influences Organizational Citizenship Behavior (OCB), namely the attitude of obeying all the rules set by the company. Organizational Citizenship Behavior (OCB) is behavior-oriented and it is hoped that this behavior reflects the values that are lived. Work behavior in accordance with the values at PDAM Surya Semabada Surabaya City, Organizational Citizenship Behavior (OCB) is a very ideal behavior to support the achievement of the vision and mission of PDAM Surya Semabada Surabaya City. Employees who are disciplined and obey the rules set are absolutely necessary to achieve the goals of PDAM Surya Semabada Surabaya City.

At PDAM Surabaya City, employees are seen and treated as members of the organization's extended family, will be encouraged to increase Work Motivation. In turn, Work Motivation will have an impact on various positive attitudes and behaviors, such as avoiding behavior that is detrimental to the good name of the organization, loyalty to leaders, to colleagues at the same level and to subordinates, and willingness to resolve conflicts through deliberation and so on.

### **The Effect of Job Satisfaction on Employee Performance Through Organizational Citizenship Behavior**

Based on the results of research that has been conducted, it is found that Job Satisfaction has a positive effect on Employee Performance through Organizational Citizenship Behavior (OCB), can be accepted. The results of this study indicate that the relationship between job satisfaction and Organizational Citizenship Behavior (OCB), meaning that if an employee is satisfied in completing his job, it can lead to or encourage an employee to have an Organizational Citizenship Behavior (OCB) attitude, 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 that job.

The largest indicator that affects OCB as an intervening variable is obeying the rules set by the company. Discipline and adherence to employee regulations at PDAM Surabaya City Organizational Citizenship Behavior (OCB) is proven to increase organizational performance stability, disciplined employees tend to maintain consistently high levels of performance, thereby reducing variability in work unit performance. Employees who are satisfied with their jobs will be more likely to speak positively about the organization, help others and produce their job performance beyond normal expectations so that it will definitely increase the level of performance at PDAM Surabaya City.

## **CONCLUSIONS**

Based on the test results using PLS analysis, to test the influence of several variables on Employee Performance, the following conclusions can be drawn:

1. Work Motivation can contribute to increasing Organizational Citizenship Behavior (OCB) at PDAM Surya Sembada Surabaya City, this shows that the higher the motivation, the higher the Organizational Citizenship Behavior (OCB).
2. Job Satisfaction can contribute to increasing Organizational Citizenship Behavior (OCB), this result shows that employees who feel satisfaction with their work, employees will work optimally in completing their work, and can even do several things outside their duties so as to encourage the creation of Organizational Citizenship Behavior (OCB).
3. Work Motivation can contribute to improving Employee Performance, this result shows that providing motivation if done properly and correctly by the company, it will be able to improve employee performance.
4. Job Satisfaction can contribute to improving Employee Performance. The results of this study indicate that employees who are satisfied with their jobs are more likely to talk about positive things about their organization, help others and produce performance that exceeds normal expectations.
5. Organizational Citizenship Behavior (OCB) can contribute to improving Employee Performance. The results of this study indicate that companies that have good Organizational Citizenship Behavior (OCB) employees will have better performance. Voluntary attitudes or activities or Organizational Citizenship Behavior (OCB) from employees will support and assist the organizational function of employee performance.
6. Work Motivation can contribute to improving Employee Performance through Organizational Citizenship Behavior (OCB), this shows that employees have a strong urge to improve their performance even better than what is targeted by the company when employees have work motivation combined with Organizational Citizenship Behavior (OCB) behavior.
7. Job Satisfaction can contribute to improving Employee Performance through Organizational Citizenship Behavior (OCB) at PDAM Surya Sembada Surabaya City, meaning that if employees are satisfied in completing their work, it can lead to Organizational Citizenship Behavior (OCB) attitudes, and will be able to improve their performance.



# Analysis of Employee Performance with Organizational Citizenship Behavior (OCB) as an Intervening Variable at Pdam Surya Sembada Surabaya City

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