

THE MEDIATION ROLE OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE BASED ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL SUPPORT

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ABSTRACT

This research aims to analyze the effect of organizational citizenship behavior (OCB) and organizational support on employee performance through job satisfaction as an intervening variable. The population used in this research was all employees in the Wiradesa District of Pekalongan Regency, Central Java, with 165 employees. The sample size is 116 employees selected with Slovin's formula by proportional random sampling. Structural Equation Modeling-Partial Least Squares (SEM-PLS) has been chosen as a data analysis technique. The results show that OCB and organizational support have a positive and significant effect on job satisfaction and employee performance. Job satisfaction also has a significant effect on employee performance. The result of the research also shows that job satisfaction has a mediating role in OCB and organizational support toward employee performance. This study's theoretical implication is to validate the important role of OCB factors in developing job satisfaction and driving employee performance in an organization.

Keywords: organizational citizenship behavior; organizational support; job satisfaction; employee performance.

INTRODUCTION

Human Resources (HR) have an important meaning, because they will play an active and dominant role in every organizational activity, namely as a determinant, actor, and planner in achieving the goals determined by the organization, and will determine the success or failure of the organization (Marbun & Jufrizen, 2022). The existence of HR is the key to the continuity of an organization; therefore, good and planned HR management is needed so that the organization will have quality HR to support the organization in achieving its goals (Raditya et al., 2022). Public service is one of the most obvious benchmarks of regional government performance, so every Regional Government Organization (OPD) must be able to provide more optimal public services to the community, so that the impact can be felt directly by the community in the area (Putra et al., 2017). The realization of these tasks and responsibilities requires Human Resources who have a high work ethic, quality supported by organizational support, to achieve employee satisfaction and performance. This is because the success of an organization will be determined by the performance of each employee in carrying out each work task given (Somba et al., 2022).

Employee performance is an assessment to obtain the results of each employee's work in an organization with duties and responsibilities over a certain period, to achieve the goals of the organization (Mahmudah et al., 2022). Performance is a substitute for the work behavior of an employee, which is displayed as work achievement according to their role in an organization over a certain period. This is because employee performance is a determinant of the success and survival of the organization (Irawan et al., 2021). Employee performance can be a benchmark used by organizations to measure how well employees can carry out their assigned tasks, which can affect several factors, including Organizational Citizenship

Behavior (Lestari & Ghaby, 2018), organizational support, and job satisfaction (Raditya et al., 2022).

The first factor that influences employee performance is Organizational Citizenship Behavior (OCB), which is a voluntary action that is not included in an employee's formal work duties, but positively supports the organization's function effectively (Robbins and Judge, 2018). OCB is voluntary behavior from employees that is not included in the job description and is not an employee's work obligation, but can provide a positive role for the organization and support organizational functions more effectively and efficiently (Chasanah et al., 2022). Employees who have high OCB behavior in the organization will have an impact on improving employee performance (Rahayu and Utami, 2020). OCB involves co-worker assistance, compliance with rules, cooperation, organizational loyalty, and individual initiative (Rustandi et al., 2023), a voluntary choice behavior that supports the effective functioning of the organization (Wardani and Dewi, 2022), and is related to the reward system and contributes to the effectiveness and efficiency of organizational functions (Rembet et al., 2020).

The second factor that can improve employee performance is organizational support, which refers to how an organization can appreciate employee contributions to the progress of the organization, as well as the attention given to employees for their lives and needs (Untari et al., 2021). Organizational support shows that with good support from the organization, employees can strive to improve the performance they produce (Fitriani et al., 2022). Organizational support is the extent to which employees feel confident that the organization values their contributions and cares about their well-being (Claudia, 2018; Ningrum & Agung, 2021; Pratiwi & Muzakki, 2021; Tombokan et al., 2019).

Research on the effect of organizational citizenship behavior and organizational support on employee performance shows different results. Research by Lestari & Ghoby (2018), Isyanto (2019), and Suryadinata & Mashyuni (2023) found that OCB had a positive effect on employee performance. However, this is different from Lukito's research (2020), which found that OCB had no significant effect on employee performance. Research by Sharma & Biswakarma (2020), Marbun & Jufrizen (2022), Raditya et al. (2022), and Somba et al. (2022) found that organizational support had a positive effect on employee performance. This is contradictory to research by Fitriani et al. (2022) and Damayanti et al. (2023), which found that organizational support had no significant effect on employee performance.

The contribution of this study is to propose that job satisfaction will be used as an intervening variable. Job satisfaction refers to feelings of support or dissupport in employees who have a relationship with their condition or with the work they have (Mangkunegara, 2019). Employee performance will be maximized if the job satisfaction felt by employees in the organization is higher (Siswanti & Pratiwi, 2020).

This study tested the employee performance improvement model in the Wiradesa District, Pekalongan Regency. In general, the assessment results showed that employee performance achievement had not reached the target, which was 100%. Each program also experienced inconsistent performance conditions, or fluctuated between 2021, 2022, and 2023. Therefore, corrective actions are needed to improve the quality of public services provided by Wiradesa District to the community in need.

Based on the description, this study aims to analyze the influence of OCB and organizational support on job satisfaction. Furthermore, to analyze the influence of OCB, organizational support, and job satisfaction on employee performance. Finally, to analyze the influence of OCB and organizational support on employee performance through job

satisfaction. This research contributes to the development of management science, especially to theories of human resource management.

LITERATURE REVIEW

Social Exchange Theory

Social Exchange Theory explains social relations as a process of mutually beneficial reciprocal exchange between individuals in an organization, encompassing various aspects of complex working relationships (Atatsi et al., 2019). Social Exchange Theory is an analytical framework that explains the dynamics of interactions between individuals and organizations through mutually beneficial resource exchange mechanisms (Cropanzano & Dasborough, 2023). Organizational interaction is a dynamic process in which employee contributions are balanced by the provision of values and rewards from the organization (Liao et al., 2020). Working relationships are built on the principle of reciprocity, organizations provide comprehensive rewards both economically and socially emotionally in the hope of obtaining maximum dedication, performance, and loyalty from their employees. In return, employees provide their competence, time, and energy as a contribution in return for the rewards received (Bahtiar, 2021). Improving the quality of exchange relationships between employees and organizations can motivate employees to work harder and achieve their set targets (Cropanzano & Mitchell, 2019).

Employee performance

Employee performance refers to the work results that can be achieved by individuals or groups in an organization, following the assigned duties and responsibilities, to achieve legitimate organizational targets, by legal regulations, and in line with ethical and moral values (Edison et al., 2018; Mazidah & Laily, 2020; Mangkunegara, 2019; Sutrisno, 2019). Employee performance can be interpreted as an assessment the results of the work of employee with duties and responsibilities in a certain period, to achieve organizational goals (Anggraini et al., 2021; Mahmudah et al., 2022; Marbun & Jufrizen, 2022; Sari & Saputra, 2022).

Job Satisfaction

Job satisfaction is seen as a complex emotional reaction, resulting from the demands, expectations, drives, and desires of an employee in his/her work environment (Abha et al., 2021; Hasibuan, 2019; Harsono et al., 2020; Mangkunegara, 2019; Mukmin & Prasetyo, 2021). Job satisfaction is a positive attitude and pleasant feeling of employees towards their work, including emotional aspects, work enthusiasm, discipline, and work performance (Annisa & Supriyanto, 2021; Marbun & Jufrizen, 2022; Mustofa & Muafi, 2021).

Organizational Citizenship Behavior (OCB) and Job Satisfaction

OCB is employee behavior that contributes beyond the demands of their job, while job satisfaction is a positive emotional state that comes from the assessment of a person's work or work experience (Luthans, 2018; Rembet et al., 2020; Robbins & Judge, 2018; Wardani & Dewi, 2022). OCB is important for the success of organizational goals, so OCB needs to be raised and improved. Beside that, job satisfaction is an employee's perception of their work, and can be described by salary suitability, work facilities, relationships with coworkers, employee opportunities to advance, supervision by leaders and the work itself (Lestari & Ghaby, 2018). Several previous studies indicate that OCB is an important for job satisfaction (Isyanto, 2019; Lestari & Ghoby, 2018; Suryadinata & Mashyuni, 2023). Based on this description, the hypothesis proposed is:

H1: OCB has a significant positive effect on job satisfaction

Organizational Support and Job Satisfaction

Organizational support refers to a concept that encompasses an individual's beliefs and trust in the extent to which the organization where they work values employee contributions, pays attention to their welfare, listens to complaints, pays attention to aspects of life, and considers the goals to be achieved (Claudia, 2018; Pratiwi & Muzakki, 2021; Tombokan et al., 2019; Untari et al., 2021). The study by Sharma & Biswakarma (2020) revealed that with increasing organizational support for its employees, it can provide a significant positive contribution to increasing job satisfaction. The results of Marbun & Jufrizen (2022) stated that the higher the organizational support given to employees, the more positive the impact on job satisfaction. This is reinforced by Raditya et al. (2022), who stated that organizational support has a significant positive effect on job satisfaction. Based on the description, the hypothesis proposed is:

H2: Organizational support has a positive effect on job satisfaction.

OCB and Employee Performance

OCB is employee behavior that shows better performance by making extra contributions outside of their formal duties (Chasanah et al., 2022; Podsakoff et al., 2018). OCB not only improves individual performance but also contributes to the overall well-being of the organization. The research by Lestari & Ghoby (2018), Isyanto (2019), and Suryadinata & Mashyuni (2023) state that high OCB behavior will have a positive and significant effect on improving employee performance. Based on this description, the hypothesis proposed is:

H3: OCB has a positive effect on employee performance.

Organizational Support and Employee Performance

Organizational support reflects concern for employee contributions, well-being, response to complaints, personal life, and consideration of organizational goals (Untari et al., 2021). Positive organizational support creates a comfortable and conducive work environment, potentially improving overall performance. The results of Sharma & Biswakarma (2020), Marbun & Jufrizen (2022), Raditya et al. (2022), and Somba et al. (2022) stated that organizational support has a significant positive effect on employee performance. Based on this description, the hypothesis proposed is:

H4: Organizational support has a positive effect on employee performance.

Job Satisfaction and Employee Performance

Job satisfaction reflect the pleasant feelings of employees towards their work, including emotional aspects, work enthusiasm, discipline, and work performance (Abha et al., 2021). It involves factors such as work situations, cooperation, rewards, and other elements. Employees who feel satisfied with their work will also tend to have better attendance records and compliance with regulations, and tend to have better performance. The researchs by Harsono et al. (2020), Sharma & Biswakarma (2020), Abha et al. (2021), Marbun & Jufrizen (2022), and Raditya et al. (2022) suggest that job satisfaction has a significant positive effect on employee performance. Based on this description, the hypothesis proposed is:

H5: Job satisfaction has a positive effect on employee performance.

OCB, Job Satisfaction, and Employee Performance

OCB is a voluntary action from employees in an organization that is not included in their official job description, with the aim of improving performance both individually and organizationally. Further, job satisfaction is a mediator between organizational citizenship behavior and employee performance. Employees who volunteer and feel job satisfaction are more likely to work productively, creatively, and have strong involvement in their tasks. Therefore, a management strategy that focuses on organizational citizenship behavior will increase job satisfaction, create a productive work environment, and contribute to the performance and achievement of organizational goals. The results of Lestari & Cholby (2018) and Suryadinata & Mashyuni (2023) stated that job satisfaction can mediate the effect of organizational citizenship behavior on employee performance. It is meaning that the higher the organizational citizenship behavior, the more significant the positive effect on increasing job satisfaction. So it has an impact on employee performance. Based on the description, the hypothesis proposed is:

H6: Job satisfaction can mediate the influence of OCB on employee performance.

Organizational Support, Job Satisfaction, and Employee Performance

Organizational support covers various aspects, such as support for work-life balance, employee empowerment, psychological support, career certainty, and recognition. Good organizational support can increase employee job satisfaction. Employees who feel supported in various aspects of the organization, such as work-life balance and recognition for their contributions, tend to have higher levels of job satisfaction. Employees who are satisfied with their jobs are more likely to contribute better, have a high drive to achieve optimal performance. The results of research by Sharma & Biswakarma (2020), Marbun & Jufrizen (2022), and Raditya et al. (2022) state that job satisfaction can mediate the effect of organizational support on employee performance. Based on this description, the hypothesis proposed is:

H7: Job satisfaction can mediate the effect of organizational support on employee performance

The conceptual framework of this research can be shown in Figure 1.

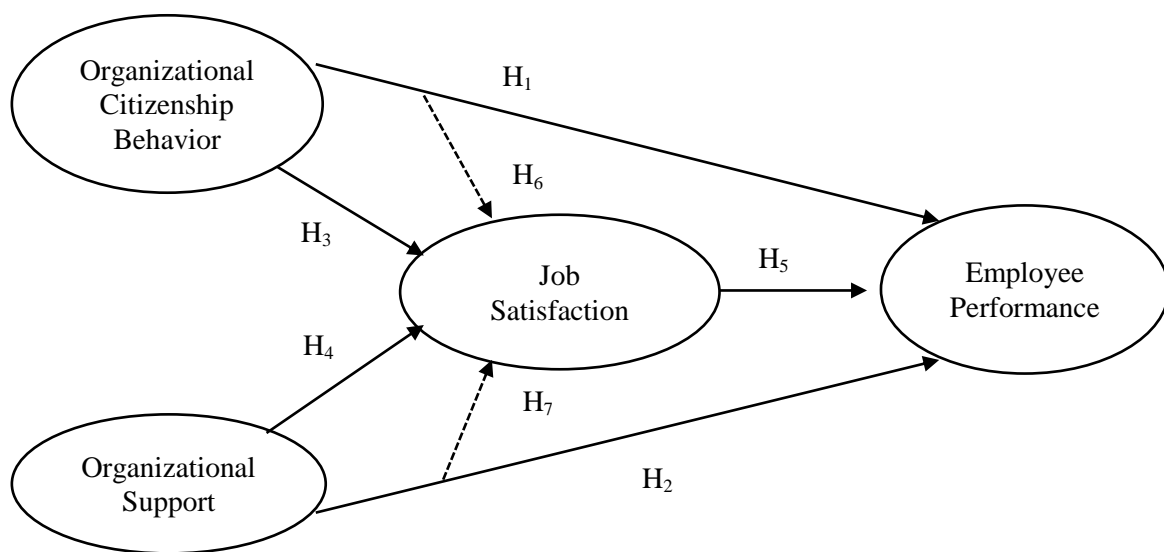


Figure 1. Research Model Development

RESEARCH METHODS

Sample

This type of research is explanatory research, which is causal, used to explain the causal relationship between the variables of organizational citizenship behavior (OCB) and organizational support, the intervening variable of job satisfaction, and the dependent variable, namely, employee performance. The population used in this study was all employees working in the Wiradesa District, Pekalongan Regency, Central Java, with a total of 165 employees. The number of samples was determined using the Slovin Formula with a margin of error of 5%, resulting in 116 people. The sampling technique used was the proportional random sampling method.

Measure

The measurement of variables was adopted from relevant previous studies. The indicators for measuring OCB were taken from Rahayu and Utami (2020), namely altruism, courtesy, civic virtue, sportsmanship, and conscientiousness. Organizational support is measured using several indicators adopted by Marbun & Jufrizen (2022), namely rewards, development, working conditions, and employee welfare. The indicators used to measure job satisfaction are taken from Marbun & Jufrizen (2022), namely the work itself, salary, promotion opportunities, supervision, relationships with coworkers, and supportive working conditions. Finally, the indicators used to measure employee performance were adopted from Afandi (2018), i.e., quality of work results, quantity of work results, punctuality, cooperation, work initiative, and employee discipline.

Data analysis

The analysis technique used in this study is Structural Equation Modeling-Partial Least Squares (SEM-PLS), which is one of the classifications of the Structural Equation Modeling (SEM) method. This study uses the Structural Equation Model (SEM) approach with a measurement model using the Smart PLS program version 3.2.9 to measure the intensity of each variable, and the structural model analyzes the data and research hypotheses. PLS-SEM testing in this study used two stages, namely: 1) testing the measurement model or measurement model which includes convergent validity, discriminant validity, and composite reliability; and 2) structural model, including r-square (R^2), f-square (f^2), inner VIF values, model fit, Q square (Q^2), and hypothesis testing for direct and indirect effects (Ghozali, 2021).

RESULT AND DISCUSSION

Respondent Descriptive

The demographic characteristics of respondents based on gender, age, and education can be seen in Table 1. It is known that the respondents are male, which is 47.4%, while female is 52.6%. This condition shows that there is gender equality among employees. The next result explains that the age of the respondents is quite even, with the dominant age between 40 and 50 years, which is 33.6%. This condition illustrates that most of the respondents are adults, so they have maturity in their work. The latest findings regarding the respondents' education show that the majority have bachelor's degrees, which is 62.9%. This result illustrates that the majority of employee education is by job competency requirements, namely having a Bachelor's degree qualification.

Table 1. Profile of Respondents

Information	Amount	%
Sex		
Man	55	47.4
Woman	<u>61</u>	<u>52.6</u>
Total	116	100.0
Age		
<30 Years	24	20.7
30-40 Years	34	29.3
40-50 Years	39	33.6
>50 Years	<u>19</u>	<u>16.4</u>
Total	116	100.0
Education		
Senior High School	43	37.1
Diploma	0	0.0
Bachelor	73	62.9
Postgraduate	<u>0</u>	<u>0.0</u>
Total	116	100.0

Measurement Model Testing

Convergent validity was assessed from the loading factor for each construct indicator. The results of the confirmatory factor analysis (CFA) are shown in Figure 2, and the loading factors and p-values are summarized in Table 2. The results of the measurement model test in Figure 2 show that one indicator has a loading factor above 0.6, namely X1.3, with a value of 0.656. This indicator is stated to be sufficient as a measurement scale for the OCB variable. The next result shows that 19 other indicators have loading factor values above 0.7. This finding means that all indicators can measure OCB, organizational support, job satisfaction, and employee performance so that they can be used in further analysis. The calculation results, as shown in Table 2, show that the loading factor value of the research variable indicator has high validity above 0.6 with a significance value of p-value (0.000) <0.05. These results indicate that the research questionnaire instrument can measure the constructs of OCB, organizational support, job satisfaction, and employee performance well (Ghozali, 2021).

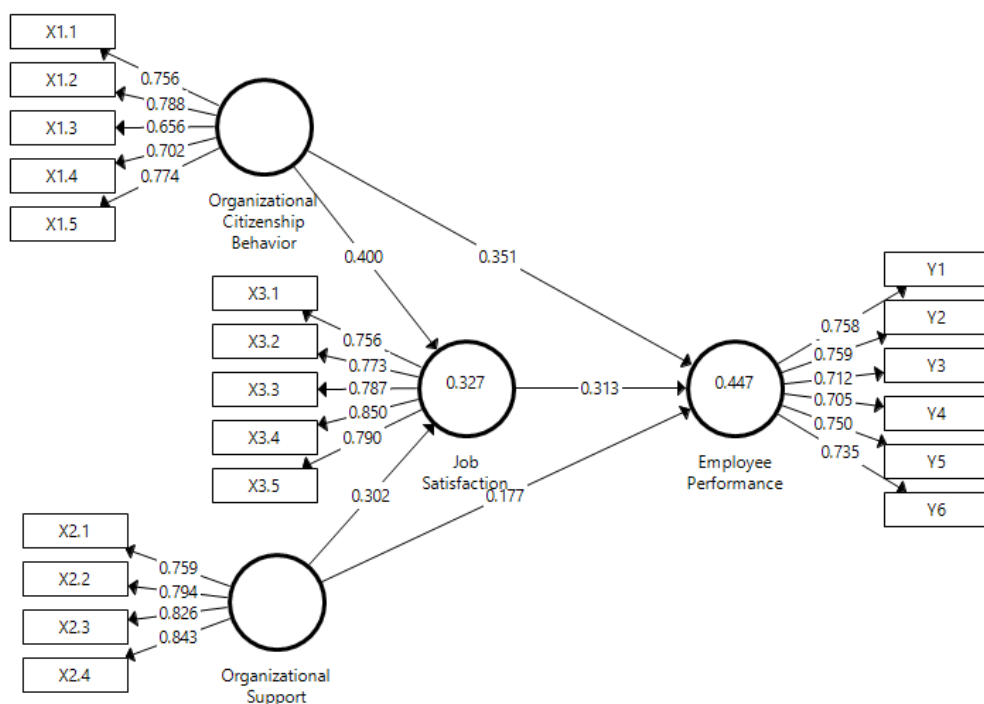


Figure 2. CFA Result

Table 2. Results Validity Convergent

Variable	Indicator	Loading Factor	P Value
OCB	Altruism (Behavior help colleague Work)	0.756	0.000
	Courtesy (Behavior avoid conflict)	0.788	0.000
	Civic Virtue (Participation) in organization)	0.656	0.000
	Sportsmanship (Behavior) sportsmanship)	0.702	0.000
	Conscientiousness (Dedication to work)	0.774	0.000
Organizational Support	Award Development	0.759	0.000
	Condition Work	0.794	0.000
	Welfare employee	0.826	0.000
		0.843	0.000
Job Satisfaction	Work That Alone	0.756	0.000
	Wages	0.773	0.000
	Connection with colleague Work	0.787	0.000
	Supervision or supervision	0.850	0.000
	Chance promotion	0.790	0.000
Employee Performance	Quality results Work	0.758	0.000
	Quantity results Work	0.759	0.000
	Accuracy time	0.712	0.000
	Cooperation	0.705	0.000
	Initiative Work	0.750	0.000
	Discipline employee	0.735	0.000

The measurement of construct reliability in this study was evaluated using Cronbach's alpha, composite reliability, and Average Variance Extracted (AVE). The results of the calculation are summarized in Table 3. The results show that the Cronbach's Alpha and composite reliability values are above 0.70, while the AVE value is above 0.5. These findings explain that the measuring instrument used can be reliable (Ghozali, 2021; Hair et. Al., 2014).

Discriminant validity testing is intended to determine the extent to which an instrument can distinguish between different concepts. Discriminant validity testing is evaluated using the Fornell-Larcker criterion. The calculation results are shown in Table 4. The results obtained information the \sqrt{AVE} on the diagonal are greater than the correlation coefficient values between other constructs. Thus, it can be stated that the discriminant validity test has been fit (Ghozali, 2021).

Table 3. Results of Reliability Testing

Variable	Cronbach's Alpha	Composite Reliability	AVE
OCB	0.787	0.855	0.543
Organizational Support	0.823	0.881	0.650
Job Satisfaction	0.851	0.894	0.627
Employee Performance	0.832	0.877	0.543

Table 4.Discriminant Validity Test Results using the Fornell-Larcker Criterion

Variable	OCB	OS	JS	EP
OCB	0.737			
Organizational Support (OS)	0.314	0.806		
Job Satisfaction (JS)	0.494	0.428	0.792	
Employee Performance (EP)	0.561	0.421	0.562	0.737

Note: The diagonal and bold are the Average Variance Extracted root values (\sqrt{AVE}). The numbers below / left of the diagonal are the correlation values between variables.

Structural Model Testing

The structural model is intended to see the specifications of the relationship between latent variables. The inner model describes the relationship between latent variables based on the substantive theory of the study. Testing the inner model is done through the calculation of R-Square, f-square, Q-square, research model fit, construct influence coefficient, and significance value, with the result can be display in Table 5.

The results of the R-square calculation show a value of 0.327 for the job satisfaction variable and 0.447 for the employee performance. This finding explains the percentage of the model's ability to explain fall into moderate criteria or have moderate predictive power (Ghozali, 2021).

The f-square values show of 0.214 and 0.122 for the job satisfaction, and 0.166, 0.046, and 0.119 for the employee performance. This value is close to 0.15, which indicates a moderate influence. This indicates that the independent latent variable is a significant determining factor in increasing job satisfaction and employee performance (Ghozali, 2021).

Further findings show Q-Square = 0.195 for job satisfaction and 0.225 for employee performance. Both values are above the substantial limit value of 0.190, which indicates that the model can provide predictive estimates. Thus, it can be stated that OCB and organizational support are relevant predictive variables for job satisfaction and employee performance (Ghozali, 2021).

The results of the model goodness-of-fit test showed that the Standardized Root Mean Square Residual (SRMR) value produced was 0.075 below the limit value of 0.08, so it was well accepted. Other model goodness-of-fit results, namely the Normed Fit Index (NFI), showed a value of 0.744, still slightly below 0.8. These results indicate that the model has met the goodness of fit (GoF) requirements, meaning that the estimation model is supported by empirical data from research results (Ghozali, 2021).

The results of the first hypothesis test show a positive estimated coefficient of 0.400 with a t-value = 3.885 > t-table = 1.96 and a significance value of p-value = 0.000 < 0.05, so H1 is accepted. Furthermore, the second hypothesis test shows a value of $\beta = 0.302$, t-count = 3.584 > 1.96 and with a p-value = 0.000 < 0.05, then H2 is accepted. The third hypothesis test shows $\beta = 0.351$, t-count = 4.058 > 1.96, and with a p-value = 0.000 < 0.05, indicating H3 can be accepted. The results of the estimated parameters for the fourth hypothesis test show a positive effect of B = 0.177 with a t-count = 2.468 > 1.96 with a p-value = 0.014 < 0.05, then H4 can be accepted. The fifth hypothesis test is known as $\beta = 0.313$, t-count = 3.275 > 1.96 and with p-value = 0.001 < 0.05; therefore, H5 is accepted.

Table 5. Hypothesis Testing

Influence	Coefficient	T Count	P Values	Decision
OCB -> Job Satisfaction	0.400	4.885	0.000	H ₁ accepted
Organizational Support -> Job Satisfaction	0.302	3.584	0.000	H ₂ accepted
OCB -> Employee Performance	0.351	4.058	0.000	H ₃ accepted
Organizational Support -> Employee Performance	0.177	2.468	0.014	H ₄ accepted
Job Satisfaction -> Employee Performance	0.313	3.275	0.001	H ₅ accepted
OCB -> Job Satisfaction -> Employee Performance	0.125	2.391	0.017	H ₆ accepted
Support Organization -> Job Satisfaction -> Employee Performance	0.095	2.504	0.012	H ₇ accepted

$R^2 = 0.327, 0.447$; $f^2 = 0.214, 0.122, 0.166, 0.046, 0.119$; $Q^2 = 0.195, 0.225$; Standardized Root Mean Square (SRMR) = 0.075; Normed Fit Index (NFI) = 0.744;

Testing the indirect effect of OCB on employee performance for the sixth hypothesis in Table 4.14 can be obtained with the value of $\beta = 0.125$, t-count = 2.391 > 1.96, and with p-value = 0.017 < 0.05. Based on these values, H₆ can be accepted. Finally, the last hypothesis test obtained an estimated value of 0.095, t-count = 2.504 > 1.96 and a significance of 0.012 < 0.5, therefore, H₇ can be accepted. Based on the summary of the hypothesis calculation, it can be stated that job satisfaction is proven to be a quasi-mediation.

Discussion

The first result showed that there was a positive and significant influence between Organizational Citizenship Behavior (OCB) and job satisfaction. This finding supports the hypothesis that employees who exhibit OCB behavior tend to have higher levels of job satisfaction. OCB, as a behavior that goes beyond job demands, plays an important role in creating a positive work environment. Job satisfaction itself, which is an individual's perception of their job, can be influenced by various factors such as salary, facilities, and interpersonal relationships in the workplace. OCB is considered very important for organizations to encourage and improve organizational employee behavior. Thus, organizations need to understand this relationship and create conditions that support OCB in order to achieve common goals. This first result is consistent with previous studies showing that OCB contributes positively to job satisfaction (Lestari & Ghaby, 2018; Isyanto, 2019; Suryadinata & Mashyuni, 2023).

The second finding shows that organizational support has a positive and significant influence on job satisfaction. This means that the higher the support from the organization to employees, the higher the employees' job satisfaction. In other words, the belief and trust of employees in the organization where they work that provides support for them will encourage employees to obtain job satisfaction. This organizational support has been proven effective in creating a positive work environment, providing a sense of involvement in working together, and increasing employee motivation to pursue a career. The findings of this study that prove that organizational support has a positive impact on the level of job satisfaction are in line with the results of previous studies (Sharma & Biswakarma, 2020; Marbun & Jufrizen, 2022; Raditya et al., 2022).

The results of third hypothesis show that OCB has a positive and significant effect on employee performance. This condition illustrates that voluntary behavior carried out by employees outside of their formal job responsibilities will have a positive effect on employees to try to improve the quality of their work results. The higher the employee's extra contribution outside of formal tasks, the more it will ultimately have a positive impact on overall employee performance. The empirical findings that OCB contributes significantly to employee performance strengthen previous studies (Lestari & Ghoby, 2018; Isyanto, 2019; Suryadinata & Mashyuni, 2023).

The fourth conclusion for the estimation parameters of the influence of the organization on employee performance shows positive and significant results. These results provide empirical evidence that salary policies, promotion opportunities, job development, and employee participation in organizational decision-making are important factors in achieving overall employee performance. The fourth result of this study complements previous studies, which revealed that organizational support has a positive and significant effect on employee performance (Sharma & Biswakarma, 2020; Raditya et al., 2022; Somba et al., 2022).

The fifth result describes that job satisfaction has a positive and significant effect on employee performance. The empirical findings of this study indicate that employees need to be satisfied with their salary, promotion opportunities, supervisory support, relationships between employees, and the work assigned to them to perform well. For this reason, organizations need to pay attention to these factors so that optimal organizational performance can be achieved. The results of this study theoretically strengthen the findings of previous studies, which emphasize that job satisfaction is a determining factor in improving employee performance (Harsono et al., 2020; Sharma & Biswakarma, 2020; Abha et al., 2021; Marbun & Jufrizen, 2022; Raditya et al., 2022).

The results of the mediation test from this study indicate that job satisfaction can mediate the influence of OCB on employee performance. This sixth finding emphasizes that employees who can work voluntarily outside of their obligations and responsibilities will get high job satisfaction. In turn, voluntary efforts from employees towards their organization have been shown to improve performance both individually and organizationally. Empirical evidence from this finding is in line with several previous studies that reveal that satisfaction is a mediator of employee behavior to strive to produce high-quality work (Lestari & Cholby, 2018; Suryadinata & Mashyuni, 2023).

The last result shows a significant value of the indirect effect of the organizational support path coefficient on employee performance through job satisfaction. This finding is relevant in that employees who feel supported in various aspects of the organization, such as work-life balance and recognition for their contributions, tend to have higher levels of job satisfaction. Furthermore, the job satisfaction obtained by employees will make a positive contribution to their achieving high performance. The evidence of the mediating role of job satisfaction in this study is consistent with the results of previous studies (Sharma & Biswakarma, 2020; Marbun & Jufrizen, 2022; Raditya et al., 2022).

CONCLUSION AND RECOMMENDATION

Conclusion

This study aims to analyze the influence of Organizational Citizenship Behavior (OCB) and organizational support on employee performance through job satisfaction. Based on theoretical descriptions, research results, and discussions, the conclusion of this study can be described first OCB and organizational support have a positive and significant effect on job

satisfaction. Second, OCB, organizational support, and job satisfaction have a positive and significant effect on employee performance. Third, OCB and organizational support have a positive and significant effect on employee performance through job satisfaction in Wiradesa District, Pekalongan Regency, Central Java.

Theoretical Implications

This study is theoretically expected to provide benefits to develop knowledge in the field of human resource management, especially in the field of employee behavior, such as OCB. Concerning theoretical implications, this study has contributed to the validation of the important role of OCB factors in developing job satisfaction to encourage employee performance in an organization. Furthermore, the relationship between organizational support and employee performance is also proven to be mediated by job satisfaction. The results of this study are following the Social Exchange Theory, which explains the mutualistic relationship as a mutually beneficial reciprocal exchange process between individuals and organizations. Organizations provide comprehensive rewards both in terms of economic and socio-emotional in the hope of obtaining maximum dedication, performance, and loyalty from their employees. In return, employees provide extra effort, time, and energy as a contribution in return for the rights they receive.

Managerial Implications

Regarding the OCB variable, leaders should continue to improve togetherness so that no behavior has the potential to cause conflict between employees. Leaders should build a collaborative work culture, prioritize supportive leadership, and manage employee conflicts with a proactive approach. Regarding the organizational support variable, leaders should pay attention to employee welfare. Furthermore, leaders need to provide opportunities for employees to develop their careers, for example, through training. In addition, leaders need to create a balance between work and personal life.

Limitation and Further Research

There are limitations of this study, namely, location and a single-use data collection period. This allows bias to occur if replicated on other research objects. Based on the limitations of the study, future research is expected to re-examine the OCB factor and organizational support with a wider sample and research object, for example, in professional organizations such as state-owned companies and private companies. The results showed that the variance of employee performance variables, can be explained by OCB, organizational support and job satisfaction is 44.7%, while the remaining 55.3% is explained by other variables outside the model. Other determinant factors can be considered for inclusion in the model, such as employee involvement, cooperation time, and organizational learning.

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