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THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE

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ABSTRACT

This research investigates and evaluates the impact of Organizational Citizenship Behavior (OCB) and job satisfaction on employee performance within a BUMD office in Cirebon Regency. Quantitative research methods were utilized in this study, involving the distribution of questionnaires. The sample group was comprised of 240 full-time employees. By applying the Slovin formula with a margin of error of 5%, a total of 150 participants were selected from a BUMD office in Cirebon Regency. This study utilized statistical analysis methods to investigate how Organizational Citizenship Behavior and Job Satisfaction impact the performance of employees. Statistical analysis was performed using t-test and F-test methodologies. The results of the t-test show a strong correlation between Organizational Citizenship Behavior (X1) and employee performance (Y). Furthermore, the F-test results suggest that Organizational Citizenship Behavior (X1) and Job Satisfaction (X2) together have a significant influence on employee performance. It was found that Organizational Citizenship Behavior (X1) has a considerable positive impact on employee performance (Y), while Job Satisfaction (X2) also plays a crucial role in improving performance outcomes. Workers who exhibit elevated levels of both OCB and job satisfaction tend to demonstrate enhanced performance results. Consequently, to maximize employee performance effectiveness, organizations should prioritize creating workplace conditions that promote Organizational Citizenship Behavior and enhance overall job satisfaction among their workforce.

KEYWORDS

Organizational Citizenship Behavior, Job Satisfaction, Employee Performance

CITATION

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Introduction.

Regional-owned enterprises (BUMD) are business entities with majority capital owned by local governments and regional companies. The issue of Human Resources (HR) is still the main focus for an organization to survive amid the globalization era marked by increasingly fierce competition. Qualified human resources must also be able to carry out their duties by their duties to provide public services (Solahudin et al., 2024). Therefore, effective organizational strategy and HR planning are essential, considering that quality human resources are the key to facing the challenges of globalization.

In the context of global interconnectedness, having a competent team is vital for ensuring the longevity of a company. Highlighting the joy and satisfaction of workers is crucial because it can greatly impact their efficiency. A variety of factors can impact the efficiency of an organization, with performance being a critical factor in determining success (Ukasyah et al., 2023). Several factors that can affect performance and organizational citizenship behavior can be improved through an attitude of an initiative to contribute. This approach ultimately benefits the organization as a whole.

According to research conducted by Suzana (2017), the assessment of employee performance is greatly influenced by Organizational Citizenship Behavior (OCB), which plays a vital role in the growth of organizations. A thorough evaluation of employee performance highlights the importance of OCB as an effective alternative to informal performance evaluations. This involves engaging employees in corporate decision-making and assigning them personal responsibilities. Organizational Citizenship Behavior (OCB) according to Arfian et al. (2022) is actions taken by individuals without official recognition from the rewards program can enhance the organization's overall efficiency.

OCB can impact a company's performance. OCB involves employees willingly conducting tasks that are not part of their job responsibilities (Naeem Mian et al., 2024; Tamara et al., 2024). According to Basalamah (2022) and Bustomi (2020), Organizational Citizenship Behavior (OCB) involves employees voluntarily going above and beyond their designated duties to enhance the organization's general efficiency and success. These behaviors are not performed in expectation of any form of tangible reward. Organizational Citizenship Behavior (OCB) and collaboration play crucial roles in enhancing employee performance within the Office of Regionally Owned Enterprises (BUMD).

The performance of employees plays a significant role in determining the success of a company. Various factors like the atmosphere at work, the way leaders manage, personal actions, and satisfaction with the job all contribute significantly to the overall success of the business. Satisfaction with one's job is an important element in shaping how employees behave towards their organization, with two main aspects being greatly impacted. Personal feelings in the workplace are reflected in individual job satisfaction (Rasminingsih et al., 2024). Employee job satisfaction refers to an individual's feelings towards their job, including their assessment of their colleagues and work environment (Inkiriwang & Wijayadne, 2023; Marimin & Santoso, 2020). Positive and supportive job satisfaction motivates employees to perform optimally (Aguinis, 2023; Panjaitan, 2025). However, job satisfaction varies depending on the individual (Sari et al., 2024; Taheri et al., 2020). Employees will like their jobs when the environment can fulfill their personal values (Prilatama & Churiyah, 2023).

By the company's wishes, employee performance will encourage progress and help achieve company goals and objectives (Oktavianti, 2020). According to Hasibuan et al. (2016), the performance of an individual is impacted by their skill set, dedication to hard work, and the opportunities presented to them for task completion. Referring to Setyawan et al. (2023) in Purnamasari et al. (2025) and Faa'id et al. (2023), employee performance is also a combination of skills, abilities, and efforts achieved from the work of these employees. According to Khoirunnisa et al. (2024) in Purnamasari et al. (2025), Individuals who complete their responsibilities with satisfactory work results can be said to have good performance.

In one of the Cirebon Regency Regional Owned Enterprises (BUMD) Offices, the primary focus is on how the behavior of employees outside their job duties affects their satisfaction at work, which is evident in the level of service offered to customers. A positive organizational culture and respect for employee initiative are essential in encouraging behaviors that support OCB and employee performance. Establishing a conducive work atmosphere that fosters organizational citizenship behavior and enhances employee contentment plays a vital role in attaining peak work performance. In addition, analyzing differences in satisfaction based on employee demographics, such as age, gender, and tenure, can provide insight into how these groups perceive OCB and performance differently.

No	Bag	NAMA PEGAWAI	JABATAN	JENIS		STATUS			USIA PEGAWAI	PENDIDIKAN						SIFAT	
				L	P	TETAP	TIDAK TETAP	LAMA KERJA		SD	SMP	SMA	D.3	S.1	S.2	TEKNIK	ADM
		Adm & Keuangan															
1	Administrasi & Keuangan		Kabag. Adm. dan Keuangan		1	1		21	49					1			1
2			Kasubag. Kepegawaian		1	1		26	53					1			1
3			Kasubag. Pembukuan	1		1		11	44					1			1
4			Kasubag. Peng. Barang	1		1		10	44					1			1
5			Pel. Subag. Keuangan		1	1		26	53					1			1
6			Kasubag. Umum	1		1								1			1
7			Pel. Subag. Umum	1			1					1					1
8			Pel. Subag. Umum	1		1						1					1
9			Pel. Subag. Umum	1		1						1					1
10			Pel. Subag. Umum	1		1						1					1
11			Pel. Subag. Umum		1	1						1					1
12			Pel. Subag. Umum		1	1								1			1
13			Pel. Subag. Umum	1		1				1							1
14			Pel. Sekretaris	1		1						1					1
15			Pel. Sekretaris		1	1								1			1
16			Pel. Sekretaris		1	1								1			1
17			Pel. Subag. Pembukuan		1	1								1			1
18			Pel. Subag. Pembukuan		1		1					1					1
19			Pel. Subag. Pembukuan	1		1								1			1
20			Pel. Subag. Pembukuan		1	1								1			1
21			Pel. Subag. Pembukuan	1		1						1					1
22			Pel. Subag. Pembukuan	1		1								1			1
23			Pel. Subag. Keuangan		1	1								1			1
24			Pel. Subag. Kepegawaian	1		1						1					1
25			Pel. Subag. Kepegawaian	1		1								1			1
26			Pel. Subag. Kepegawaian	1		1								1			1
27			Pel. Subag. Peng. Barang	1		1						1					1
28			Pel. Subag. Peng. Barang	1			1					1					1
29			Pel. Subag. Peng. Barang	1		1						1		1			1
				18	11	26	3			1	1	10	1	16	0	0	29

Fig. 1. Employee Demographics and Tenure in Cirebon BUMD

The data above displays the age, gender, education, and tenure of employees in one of the Cirebon Regency Regionally Owned Enterprises (BUMD) to explore how acts of extra-role behavior within an organization and the productivity of employees affect overall job satisfaction. Employees occupying various roles in the organization were interviewed to achieve this objective. Several employees and supervisors were asked questions about OCB, factors affecting satisfaction, and strategies employed in one of the BUMD offices to increase employee satisfaction and initiative.

The findings from interviews carried out at a BUMD in Cirebon Regency suggests that employees are very willing to develop and take the initiative in improving their performance. Numerous workers enthusiastically engage in training sessions to enhance their expertise and abilities. Although most employees are young, their work enthusiasm is high, and their productivity levels remain high. However, more support from management is needed to maintain their motivation and confidence to grow. To improve job satisfaction and promote OCB, it is important to prioritize the basic needs of employees and ensure that all company policies safeguard the rights of the employees. Employees are likely to feel more encouraged and inspired to enhance their skills and make valuable contributions to the company with this method.

2. Literature Review

2.1. Organizational Citizenship Behavior

Engagement in citizenship within an organization is demonstrated by those who feel that their work is beneficial and encourages the effectiveness of their organization (Hikmah & Lukito, 2021; Inkiriwang & Wijayadne, 2023). According to Dewani & Swatantra (2024), OCB refers to those who exceed their formal duties and contribute to organizational effectiveness (Ardiano & Ekowati, 2025). Soelton et al. (2020) and Yakup et al. (2023) put forward a definition of OCB concerning individual behavior that contributes positively to the organization.

2.2. Job Satisfaction

Job satisfaction is whether or not employees and a person like their work, which is related to relationships between employees and work situations (Inkiriwang & Wijayadne, 2023; Marimin & Santoso, 2020). A pleasant work situation develops when employees can utilize their expertise. Job satisfaction encompasses the totality of emotions related to one's work, resulting in positive energy felt by employees (Arijanto et al., 2022; Mubarkah et al., 2024).

2.3. Employee Performance

Employee performance involves how well an employee completes assigned tasks and roles, taking into account the amount and quality of their work, the time they dedicate to their duties, and their teamwork with colleagues (Inkiriwang & Wijayadne, 2023; Widyani et al., 2019). There are six factors that determine how well an employee performs, namely: work performance measured by the number of work results (work quantity), work results assessed by the quality and quality of work (work quality), the attitude of discipline and obedience to regulations (dependence), the ability of employees to carry out tasks independently (initiative), the capacity to adjust to modifications in the workplace setting (adaptability), and the ability to coordinate with other individuals to achieve organizational goals (cooperation). The performance of an individual refers to the tasks they accomplish in fulfilling their duties (Amanah & Al Banin, 2024; Silaen et al., 2021). Performance involves the actions a person undertakes on their own. It can be seen as the result of an individual's hard work according to the standards of the particular job being done (Yonata et al., 2024).

2.4. Hypothesis Development

2.4.1. The Relationship Between Organizational Citizenship Behavior (OCB) and Employee Performance

The behavior of employees within an organization has a meaningful impact on their overall performance (Anwar & Ahmadi, 2021). Employees who modify their behavior in the workplace to achieve greater productivity, improved performance, and positive outcomes for the company (Nasution & Khair, 2022). The company's productivity will see a boost if all employees start demonstrating the five indicators of organizational citizenship behavior.

Drawing from theoretical principles and findings from past studies, we can frame the hypothesis in the following manner:

H1: There is a relationship between Organizational Citizenship Behavior (OCB) and Employee Performance

2.4.2. Relationship between Job Satisfaction and Employee Performance

Robbins & Judge (2019) in Inkiriwang & Wijayadne (2023) demonstrates the impact of employee satisfaction on performance, indicating that varying levels of satisfaction can either positively or negatively influence outcomes (Afwindra et al., 2022). The more satisfied employees are with their salaries, promotions, coworkers, superiors, and the work they do, the better their performance in quantity and quality will be. Study by Perwindasari (2022) in Inkiriwang & Wijayadne (2023) intends to explore how work and motivation impact employees' performance. According to the research, both work and motivation play a role in determining employees' productivity. The indications made are derived from the theoretical structure and outcomes of past studies; the hypothesis can be expressed in the following manner:

H2: There is a Relationship between Job Satisfaction and Employee Performance

2.4.3. The Relationship Between Organizational Citizenship Behavior (OCB) and Job Satisfaction with Employee Performance

The satisfaction levels of employees in their job can impact how well they perform. Improved performance and organizational citizenship behavior can be observed in employees who are content with their job (Anwar & Ahmadi, 2021; Inkiriwang & Wijayadne, 2023). Organizational citizenship behavior serves as a mediator in influencing job performance. Organizational citizenship behavior will lead to positive attitudes, improving employee work (Kurnianto & Kharisudin, 2022). Thus, employees who demonstrate organizational citizenship behavior and are satisfied with their roles tend to outperform, which helps the organization achieve its goals effectively.

Drawing from existing theories and prior research findings, the following conjecture can be posited:

H3: There is a relationship between organizational citizenship behavior and job satisfaction with employee performance.

2.5. Research Framework

Based on the information provided, we can outline the research structure in the following manner:

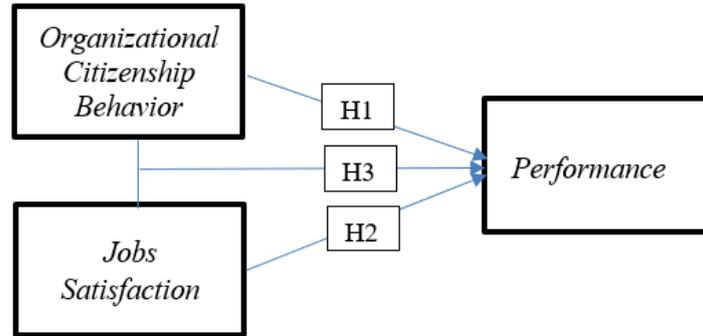


Fig. 2. Conceptual Framework

3. Research Methods

3.1. Type of Research

This research employed a quantitative methodology to examine the associations among organizational citizenship behavior (OCB), job satisfaction, and employee performance within a Regional Owned Enterprise (BUMD) located in Cirebon Regency. Quantitative research is considered a conventional approach due to its vast historical application. This approach follows scientific principles that are tangible, impartial, quantifiable, logical, and organized. It is known as quantitative due to the use of numerical data in research and the analysis conducted using statistical techniques (Purnadi, 2020; Sugiyono, 2017).

3.2. Population and Sample

240 full-time employees participated in the research study. The researchers applied the Slovin formula in determining the necessary sample size, taking into account a margin of error of 5%. Below is how the formula works:

$$n = \frac{N}{1 + N \cdot e^2}$$

Where:

n = sample size

N = population size (240 employees)

e = margin of error (0.05)

Calculating the sample size:

$$n = \frac{240}{1 + 240 \cdot 0.05^2} = \frac{240}{1 + 240 \cdot 0.0035} = \frac{240}{1 + 0,84} = \frac{240}{1,6} = 150$$

From this calculation, 150 employees were sampled.

3.3. Data Collection Technique

In this research analyzing OCB, job satisfaction, and employee performance, questionnaires were given to participants as the main method of data collection. A 5-point Likert scale was employed, with response options from strongly disagree (1) to strongly agree (5).

3.4. Instrument

1. OCB scale: Refers to the OCB dimensions developed by Hikmah & Lukito (2021), which include selflessness, reliability, politeness, fair play, and public spirit.

2. Job Satisfaction Scale: Using an instrument developed by Marimin & Santoso (2020), measuring employee satisfaction with various aspects of work, salary, promotion, supervisor, and relationships with coworkers.

3. Employee Performance Scale: This scale uses an instrument developed by Mariani et al. (2019). The performance criteria set by the organization cover various aspects, including the volume of work produced, work quality standards, reliability, proactivity, flexibility, and teamwork.

3.5. Data Analysis

A statistical software program SPSS, is used to examine the collected data.

1. Validity and Reliability Test: It is essential to guarantee the precision and reliability of the instruments used in this study.

2. T-test: This assesses whether there is a notable difference between the two groups.

3. F test: Utilized in evaluating the importance of the regression model.

4. The R-square test: It evaluates how much the independent variable can account for the changes in the dependent variable.

4. Results and Discussion

4.1. Results

4.1.1. Validity and Reliability Test

4.1.1.1. Validity Test Table Results

To evaluate the tool's trustworthiness, it is essential to investigate the connection between the score of each individual item and the overall score, with a significance level of $\alpha = 0.05$. The validity evaluation was conducted utilizing the product moment correlation coefficient, and the instrument was deemed valid if the correlation coefficient $r \geq 0.159$, as outlined in Table R. The results from the evaluation of accuracy are visible in the table that has been supplied.

Table 1. Results of the Validity Assessment

Organizational Citizenship Behavior Variable			
Statement	Pearson Correlation	Product Moment	Description
OCB1	0.848	0, 159	Valid
OCB2	0.875	0, 159	Valid
OCB3	0.875	0, 159	Valid
OCB4	0.864	0, 159	Valid
OCB5	0.914	0, 159	Valid
OCB6	0.891	0, 159	Valid
OCB7	0.886	0, 159	Valid
OCB8	0.854	0, 159	Valid
OCB9	0.864	0, 159	Valid
OCB10	0.863	0, 159	Valid
Job Satisfaction Variable			
KP11	0.867	0, 159	Valid
KP12	0.878	0, 159	Valid
KP13	0.935	0, 159	Valid
KP14	0.912	0, 159	Valid
KP15	0.885	0, 159	Valid
KP16	0.917	0, 159	Valid
KP17	0.869	0, 159	Valid

Organizational Citizenship Behavior Variable			
Statement	Pearson Correlation	Product Moment	Description
KP18	0.837	0, 159	Valid
KP19	0.866	0, 159	Valid
KP 20	0.893	0, 159	Valid
Employee Performance Variable			
KK21	0, 860	0, 159	Valid
KK22	0, 922	0, 159	Valid
KK23	0, 948	0, 159	Valid
KK24	0, 848	0, 159	Valid
KK25	0, 905	0, 159	Valid
KK26	0, 922	0, 159	Valid
KK27	0, 871	0, 159	Valid

The results of the validity test demonstrate a correlation coefficient (r value) suggesting that all findings are more substantial than the required r table threshold of 0.159. This makes it suitable for additional analysis.

4.1.1.2. Reliability Test Results and Conclusions

The reliability of the instruments used in this study will be assessed using the Cronbach alpha method and SPSS software for analysis. The commonly accepted threshold for Cronbach's alpha is ≥ 0.60 , although this should not be considered a definitive criterion. An instrument is deemed to have an acceptable level of reliability when the calculated reliability coefficient is at least 0.60. The table below shows the findings of the evaluation of each variable examined in this research.

Table 2. Reliability Test Table

Variables	N Item	Cronbach's Alpha	Standard Cronbach's alpha	Description
Organizational Citizenship	10	0, 965	0, 60	Reliable
Job Satisfaction	10	0, 969	0, 60	Reliable
Employee Performance	7	0, 959	0, 60	Reliable

The pilot study yielded impressive results with a Cronbach's Alpha score of 0.969 for 27 items, suggesting strong reliability within the study. The value exceeds the minimum recommended reliability threshold of 0.7; based on the calculation results, the validity test can be conducted due to the significant value. The researcher can utilize a significance level of 5% for analysis. The results obtained from the calculations suggest that the relationship between the question indicator and its construct is insignificant at a level below 5%. This suggests that the construct lacks validity.

4.1.2. Linear Regression

Table 3. Regression Test Table

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.636	.740		2.210	.029
	OCB	.258	.066	.352	3.924	.000
	Job satisfaction	.408	.059	.623	6.949	.000

a. Dependent Variable: employee performance

Multiple linear regression equations can be structured as shown in the table 3 above:

$$Y = 1.636 + 0.258X_1 + 0.408X_2 + e$$

With interpretation:

1. The value of employee performance remains consistent at 1.636 when not affected by OCB and Job Satisfaction variables. This shows the current level of employee performance at Regionally Owned Enterprises (BUMD) in Cirebon Regency when there has been no change or constant state and no intervention by other variables.

2. The organizational citizenship behavior variable has a positive association with a regression coefficient value of 0.258. This implies that when Organizational Citizenship Behaviour affects Employee Performance, there is an increase in Employee Performance. With each unit increase in Job Satisfaction, there is an anticipated 0.258 rise in Employee Performance at a BUMD office in the Cirebon Regency, provided that the other variables remain unchanged.

3. The correlation between Job Satisfaction and the regression coefficient is positive at 0.408. This means that as Job Satisfaction impacts Employee Performance, performance levels go up. In particular, an increase of one unit in Job Satisfaction is predicted to lead to 0.408 increase in employee performance at one of the locally owned enterprises in the Cirebon Regency, as long as other factors remain constant.

4.1.3. Hypothesis Test

Table 4. T Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.636	.740		2.210	.029
	OCB	.258	.066	.352	3.924	.000
	Job satisfaction	.408	.059	.623	6.949	.000

a. Dependent Variable: employee performance

According to the tabulated results, the individual variable analysis (t-test) reveals:

1. Impact of Organizational Citizenship Behavior (X1) on Job Satisfaction (Y)

The computed t-statistic surpasses the critical table value, with significance below the 0.05 threshold. These findings demonstrate a robust relationship between OCB and job satisfaction within a private sector organization in Cirebon Regency. These results validate the researcher's initial hypothesis.

2. Impact of Job Satisfaction (X2) on Employee Performance (Y)

The study found a strong link between employee job satisfaction and performance at a government institution in Cirebon Regency, as indicated by a calculated t-value of 6.9492 which surpassed the critical value of 2.35198. This demonstrates that job satisfaction substantially influences employee performance within this public sector organization. These findings confirm the researcher's second hypothesis.

The F-test, also known as the simultaneous analysis, assesses whether the independent variables collectively influence the dependent variable. This evaluation involves determining if the calculated F-statistic meets or exceeds the critical F-value from statistical tables. When this requirement is satisfied, it suggests that the independent factors collectively have a notable impact on the outcome variable at a significance level of 5% ($\alpha = 0.05$). However, when the significance level falls below α (0.05), the test results demonstrate:

Table 5. F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2950.602	2	1475.301	1131.938	.000 ^b
	Residual	191.591	147	1.303		
	Total	3142.193	149			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Job satisfaction, OCB

The information provided in the chart demonstrates that the F-value (1131.938) > F-table value (3.06), the achieved significance level (0.000) is smaller than the threshold (0.05). Thus, the test results suggest that the performance of employees at a local company in Cirebon Regency is impacted significantly by both OCB and job satisfaction. The outcomes of this study validate the researcher's third hypothesis.

Table 6. R Square Table

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.969 ^a	.939	.938	1.14164	.939	1131.938	2	147	.000

a. Predictors: (Constant), Job satisfaction, OCB

b. Dependent Variable: Employee performance

The value of adjusted R square, 0.938, indicates that the performance of employees is largely influenced by OCB and job satisfaction, with only a small portion being affected by factors not considered in the analysis.

4.2. Discussion

4.2.1. The correlation between OCB and Employee Performance

The analysis significantly influenced OCB and employee performance (t-value = 0.000 < 0.01). This aligns with the finding that employees with high OCB tend to contribute better to team and organizational performance. In this case, OCB supports the work environment through collaboration and initiative, which can increase productivity and efficiency. This encourages overall work improvement and allows all employees to perform their formal duties, thus creating a positive work atmosphere.

4.2.2. The Impact of Job Satisfaction on Employee Performance

The analysis shows that satisfaction significantly affects employee performance (t-value = 0.000 p < 0.01). Workers who are content with their employment tend to enhance their skills in carrying out their responsibilities. Factors that influence job satisfaction include managerial support, opportunities for career advancement, work-life balance, and overall satisfaction with work-life integration. This research creates a work environment that can create benefits and improve employee performance.

4.2.3. The Impact of OCB and Job Satisfaction on Employee Performance

The study findings reveal that engaging in OCB greatly influences the performance of employees, with statistical analysis indicating a p-value of 0.000 and significance level below 0.01. The analysis shows that both OCB and Job Satisfaction variables contribute to enhanced employee performance by fostering work motivation and ensuring systematic, punctual completion of assigned responsibilities.

5. Conclusion

This study shows that organizational citizenship behavior (OCB) positively and significantly affects employees in one of the Regional Owned Enterprises (BUMD) Cirebon Regency sources. Creating a positive and more productive work environment Employees who demonstrate high OCB behavior tend to contribute more to their work. Employee performance is greatly impacted by job satisfaction, as individuals who are content with their work and the support they receive tend to excel in their roles. While overall levels of OCB and job satisfaction are high, some things to remember are rewards and recognition of achievements that motivate employees.

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