

## The Role of Mediation Organizational Citizenship Behavior on the Effect of Work Motivation and Job Satisfaction on Employee Performance

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### ARTICLE INFORMATION

#### Publication Information

#### Research Article

#### HOW TO CITE

Jufrizen, J., & Hutasuhut, M.R. (2022). The Role of Mediation Behavior Organizational Citizenship on the Effect of Work Motivation and Job Satisfaction on Employee Performance. *Journal of International Conference Proceedings*, 5(2), 162-183.

#### DOI:

<https://doi.org/10.32535/jicp.v5i2.1682>

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Received: 1 July 2022  
Accepted: 15 July 2022  
Published: 26 July 2022

### ABSTRACT

The purpose of this study was to determine and analyze the effect of work motivation and job satisfaction on employee performance. To find out and analyze organizational citizenship behavior that mediates the effect of work motivation on employee performance and job satisfaction on employee performance. The research method used in this study is a quantitative method. The population in this study was the entire administrative workforce of Dr Pringadi Hospital, Medan City, amounting to 107 people. The number of samples used in this study using the Slovin formula with a total sample of 52 employees. The data used in this study is primary data by distributing questionnaires. The data analysis technique used in this research is quantitative data analysis technique using statistical methods. The statistical method used is Partial Least Square (PLS). The results showed that work motivation had a positive and significant effect on employee performance, job satisfaction had a positive and significant effect on employee performance, work motivation had a positive and significant effect on organizational citizenship behavior.

**Keywords:** Work Motivation, Job Satisfaction, Employee Performance, Organization Citizenship Behavior

## **INTRODUCTION**

*Organizational Citizenship Behavior* (OCB) has a very important role and has a positive impact on the development of a company or organization carried out by employees. If a company or organization has employees who have organizational citizenship behavior (OCB) it will be able to support individual performance and the development of the company or organization. Organizational citizenship behavior (OCB) is an action that is carried out voluntarily by an individual even though the action is not part of his duties as a member of a company or organization. However, with the initiative to make the best contribution to the organization or company. Organizational citizenship behavior (OCB) in a company or organization is influenced by the performance of employees who have a dynamic nature, this can be seen in the conditions that exist in an employee. Optimal performance is one of the things that an organization wants to get high productivity results. Organizational citizenship behavior (OCB) can also help organizations to improve their performance and gain a competitive advantage for employees to do work that goes beyond the formal job requirements needed, so that relationships within the organization are productive (Jufrizen et al, 2020).

In a company or organization that has employees who have good organizational citizenship behavior (OCB), they want to support a person's performance for better organizational growth. Organizational citizenship behavior (OCB) can be done by an employee because there is an encouragement from work motivation, when a person has great and good work motivation, he will display good organizational citizenship behavior (OCB) in his work.

Motivation in general is often interpreted as something that exists in a person that can encourage, activate, move and direct a person's behavior. With the existence of good work motivation, it will bring up actions or actions that lead to goals and can satisfy a willingness of employees in an organization. This is supported by previous research conducted (Syahrani, Nurwati, & Hatani, 2017) stated that work motivation has a positive and significant effect on organizational citizenship behavior (OCB). While previous research conducted by (Sugiart, & Rusilowati, 2014) showed different results, namely the effect of work motivation had a negative effect on organizational citizenship behavior (OCB). The existence of these inconsistencies makes it possible when someone has good work motivation, it will lead to job satisfaction so that it urges good organizational citizenship behavior (OCB) in the organization. In addition to the support of work motivation, there are other factors that can affect organizational citizenship behavior (OCB), namely job satisfaction.

Job satisfaction is considered as the result of the employee's experience in relation to his own values as desired and expected from his job. With this, job satisfaction is an attitude of the individual and is feedback on his work. Supported by previous research conducted by (Widayanti & Farida, 2016) states that there is a significant effect of job satisfaction on organizational citizenship behavior (OCB).

Performance employee is a result achieved by the employee in his work according to certain criteria that apply to a particular job. With this, employee performance is very very influential on organizational citizenship behavior (OCB).

Based on the results of initial research at RSUD Dr. Pirngadi Medan by conducting direct observations and observations as well as interviews with authorized employees. Researchers obtained problems that were seen from the job satisfaction of employees,

among others, namely the lack of neatness in the administration of the work room, this is evident from the lack of regularity in the placement of letter documents and other office equipment, and there are still employees who are less obedient in punctuality at work. during office hours or hours out of the office. Another matter is also seen from the lack of communication between superiors and subordinates which causes employees to feel less motivated in completing work which causes some employees to feel dissatisfied with the work atmosphere in the office. Satisfied employees are more likely to speak positively and positively about the organization, and enjoy helping others get the job done. If employees feel happy, satisfied, and comfortable at work, it will bring up organizational citizenship behavior (OCB).

The motivation problem that occurs in the RSUD Dr. Pirngadi Medan is that there is still a lack of direction given by superiors/leaders to employees to focus more on completing work on time, because there are also many employees who delay work due to lack of motivation from superior's leader to complete tasks quickly. So, the leader/supervisor must motivate oneself to be able to encourage, activate, move, and direct one's behavior towards the expected performance in order to meet organizational goals. In other words, motivation exists within a person in the form of intentions, hopes, desires and goals to be achieved.

In addition, job satisfaction at RSUD Dr. Pirngadi Medan is too minimal due to differences in work between employees. Inadequate job satisfaction such as room temperature is not conducive to working optimally, limited movement space in a room so that employee mobility is disrupted and managing existing archives is not properly organized so that many files are scattered around each employee's work place which can cause interrupted work.

## **LITERATURE REVIEW**

### **Employee Performance**

Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities or about how a person is expected to function and behave in accordance with the tasks assigned to him and the quantity, quality and time spent in carrying out tasks (Sutrisno, 2017). Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics (Umam, 2018).

According to Moehariono, (2012) that employee performance is a function of the interaction between ability and motivation. In the study of performance management of workers or employees there are things that require important considerations because the individual performance of an employee in the organization is part of the performance of the organization, and can determine the performance of the organization in the company.

Mathis & Jackson, (2018) stated that performance is a critical series between strategy and organizational results, many factors can affect individual employee performance, namely their abilities, motivation, support received, the existence of the work they do and their relationship with the organization.

Employee performance is the result of a synergy of a number of factors. These factors are the organization's internal environmental factors, external environmental factors, and employee or employee internal factors (Wirawan, 2013), each of these factors is explained as follows:

- a. Employee Internal Factors. Factors from within the employee which are innate factors from birth and factors that are obtained when he develops. Innate factors, such as talent, personal traits, as well as physical and psychological conditions. Meanwhile, the obtained factors, such as quality, quantity, punctuality, effectiveness, independence, and work commitment.
- b. Organizational Internal Environmental Factors. In carrying out their duties, employees need the support of the organization where they work. This support greatly affects the highs and lows of employees. Conversely, if the compensation system and organizational work climate are bad, employee performance will decline. Other internal organizational factors such as organizational strategy, support for the resources needed to carry out the work, as well as management and compensation systems. Therefore, organizational management must create a conducive internal organizational environment so that it can support and increase employee productivity.
- c. Organizational External Environmental Factors. Organizational external environmental factors are circumstances, events, or situations that occur in the organization's external environment that affect employee performance. Work

Employee performance can be evaluated objectively and accurately through performance level benchmarks. This measurement means providing an opportunity for employees to know their level of performance. Facilitate employee performance assessment, more (Sedarmayanti, 2012), suggests the performance indicators are as follows: Quality of work, Timeliness (Pomptnees), Initiative (Initiative), Capability (Capability) and Communication (Communication).

### **Organizational Citizenship Behavior**

*Organizational citizenship behavior* (OCB) is optional behavior that is not part of an employee's formal job obligations, but supports the effective functioning of the organization. Organizations want and need employees who are willing to perform tasks not listed in their job descriptions. Facts show that organizations that have such employees perform better than other organizations.

Hamali (2018) stated that organizational citizenship behavior (OCB) has the characteristics of voluntary/extra-role behavior that is not included in the job description, spontaneous behavior, without certain suggestions or orders, helpful behavior, and behavior that is not easily seen and assessed through performance evaluation.

Whereas (Wirawan, 2015) defines organizational citizenship behavior (OCB) as independent individual behavior that is not directly or explicitly recognized by the formal reward system which, if in a number, promotes the effective functioning of the organization. Organizational Citizenship Behavior (OCB) is a form of behavior related to formal organizational rewards but in the aggregate increases organizational effectiveness (Wibowo, 2015).

In an agency/organization must pay attention to the factors that influence organizational citizenship behavior (OCB), where if organizational citizenship behavior (OCB) is fulfilled it will increase the sense of working together among employees in an agency/organization.

According to (Wirawan, 2015) Organizational citizenship behavior arises because there are a number of factors that cause an employee to perform Organizational Citizenship Behavior (OCB), namely: Personality, Organizational Culture, Job Satisfaction and Organizational Commitment. According to (Nurhayati, Minarsih, & Wulan, 2016) The factors that influence organizational citizenship behavior (OCB), are as follows: Culture and job satisfaction, personality and mood (mood), perceptions of perceived/organizational support and perceptions of the quality of relationships or interactions between superiors and subordinates. As for (Hutahayan, Astuti, Raharjo, & Hamid, 2019) Factors that influence organizational citizenship behavior (OCB) are as follows: Transformational leadership, organizational culture, rewards and organizational commitment. Meanwhile, according to (Busro, 2018) Factors that can influence the emergence of organizational citizenship behavior (OCB) is a commitment to the organization where there is a strong desire to participate better in the organization and feel proud to be part of the organization.

Indicators are characteristics of an object or activity being carried out. Indicator *organizational citizenship behavior* (OCB) means what are the characteristics or characteristics of *organizational citizenship behavior* (OCB). Hamali (2018) suggests five indicators of the dimensions of organizational citizenship behavior as follows: altruism, civic virtue, conscientiousness, courtesy and sportsmanship.

### **Job Satisfaction**

Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction according to the value system that applies to him. Employees who get satisfaction from their company will have a greater sense of attachment or commitment to the company than employees who are not satisfied (Azhar, Nurdin, & Siswadi, 2020).

Job satisfaction will affect productivity which is highly expected by managers for that managers need to understand what must be done to create job satisfaction for their employees to become actors who support the achievement of goals, have thoughts, feelings, and desires that can affect their attitudes towards their work (Darmawan, 2013).

One of the factors that influence optimal work success in order to achieve organizational goals is job satisfaction. The tasks assigned to employees will be completed properly, if employees feel satisfied at work (Mujiatun, Jufrizen & Ritonga., 2019). Job satisfaction is basically an individual thing, each individual will have a different level of satisfaction with the value system that applies to him (Jufrizen, 2015). According to (Mangkunegara, 2017) "Job satisfaction is a feeling of support or not support experienced by employees at work".

According to (Sarippudin, 2017) Job satisfaction is a feeling that shows the level of excitement or emotion felt by employees or how they view and do work in their activities related to work situations, cooperation between employees, rewards received at work, and matters relating to physical factors. and psychological, so that it raises the general attitude of the individual towards the work he faces in the company.

Where the decisions taken by the company certainly hope to provide job satisfaction for employees at work. To achieve this, the company seeks to find a factor that satisfies employees in carrying out the work given. According to (Hasibuan, 2016), as for the factors that affect employee job satisfaction, they are: Fair and proper remuneration for services, proper placement according to skills, the severity of the work, work atmosphere

and environment, equipment that supports the implementation of work, leadership attitude in leadership and the nature of the work is monotonous or not. .

According to (Mangkunegara, 2017) argues that there are 2 factors that affect morale, namely, factors that exist in employees and factors in their work.

1) Employee Factor

Employee factors are intelligence (IQ), special skills, age, gender, physical condition, education, work experience, years of service, personality, emotional, way of thinking, perception and work attitude.

2) Job Factor

Occupational factors are the type of work, organizational structure, rank (class), position, quality of supervision, financial guarantee of promotion opportunities and work relations.

According to (Wibowo, 2013) Job satisfaction indicators are as follows: The Work Itself, Quality Of Supervision, Relationship With Co-Workers, Promotion Opportunities and Pay. According to (Wirawan, 2015) as for job satisfaction indicators are as follows: Salary, Promotion, Supervision, Colleagues and Working Conditions.

## **Motivation**

According to (Taruh, 2020) "Work motivation is a process that explains the intensity, direction and persistence of an individual to achieve his goals". Meanwhile, according to (Wibowo, 2013) states that work motivation is a series of processes that generate, direct, and maintain human behavior towards the achievement of goals. According to (Hamali, 2018) Work motivation is a condition that encourages or causes someone to carry out an act or activity that takes place consciously to improve employee performance. Then, according to (Jufrizen, 2017) states that work motivation is one of the things that affect human behavior. Motivation is also referred to as a driver, desire, supporter or need that can make a person excited and motivated to reduce and fulfill his own impulses, so that he can act and act in certain ways that will lead to an optimal direction.

According to (Siagian, 2013) as for the factors that influence work motivation, both internal and external. Included in the internal factors are as follows: a person's perception of oneself, self-esteem, personal expectations, needs, desires, job satisfaction and the resulting work performance. While the external factors that affect a person's motivation are as follows: Type and nature of work, work group in which a person joins, organization where people work, work environment situation and salary.

According to (Mangkunegara, 2017) The dimensions and indicators of motivation are as follows: Hard Work, Future Orientation, High Level of Aspirations, Task/Goal Orientation, Effort To Advance, Perseverance, Colleagues Chosen by Experts and Time Utilization. According to (Umam, 2018) as for indicators of work motivation are as follows: Responsibility in doing work, Achievement achieved. Self-development and independence in action.

## **RESEARCH METHOD**

This research is included in the category of associative research using a quantitative approach. According to (Sugiyono, 2016) Associative research is research that aims to determine the relationship between two or more variables. Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics

determined by the researcher to be studied and then draw conclusions (Sugiyono, 2018). In this study the population is employees who are registered in the Administration of RSUD dr.Pirngadi Medan City, totaling 107 employees.

The sample is part of the total population and the characteristics possessed by that population (Sugiyono, 2018). The sampling method used in the office in the Administration of RSUD Dr. Pirngadi Medan City, which amounted to 107 employees. was using the slovin formula, and obtained as many as 52 permanent employees in the Administration section of Dr. RSUD. Pirngadi Medan City, totaling 107 employees.

Data collection techniques used in this study were questionnaires, interviews and documentation studies. In this research, data analysis technique is used Structural Equational Modeling (SEM) using Smart-PLS software which uses mediation effect analysis.

## **RESULTS**

### **Measurement Model Evaluation**

#### **1) Construct Reliability and Validity**

##### ***Convergent Validity***

*Convergent validity* from a measurement model with a reflective model of indicators assessed based on the correlation between the item score or component score with the construct score on the Loading Factor calculated by PLS. The reflective measure is said to be high if it has a correlation of more than 0.5 with the construct to be measured. The following is a picture of the calculation results of the PLS SEM model.

#### **1. *Convergent Validity* on Motivation Variables**

The construct indicators on the motivation variable are 10 construct indicators. Based on the results of data analysis, the convergent validity value obtained through the loading factor in the table below:

**Table Table 1.**

#### **Convergent Validity Leadership**

<b>Indicator</b>	<b>Loading Factor</b>	<b>Rule of Thumb</b>	<b>Description</b>
X1.1	0.641	0.50	Valid
X1.2	0.710	0.50	Valid
X1.3	0.640	0.50	Valid
X1.4	0.737	0.50	Valid
X1.5	0.772	0.50	Valid
X1.6	0.751	0.50	Valid
X1.7	0.744	0.50	Valid
X1.8	0.655	0.50	Valid
X1.9	0.709	0.50	Valid
X1.10	0.711	0.50	Valid

Source: PLS 3.0 Processing Data, 2022

#### **2. *Convergent Validity* on Job Satisfaction Variables**

The construct indicators on the communication variable are 10 construct indicators. Based on the results of data analysis, the convergent validity value obtained through the loading factor in the table below:

**Table 2.**  
**Convergent Validity Communication**

<b>Indicator</b>	<b>Loading Factor</b>	<b>Rule of Thumb</b>	<b>Information</b>
X2.1	0.794	0.50	Valid
X2.2	0.705	0.50	Valid
X2.3	0.765	0.50	Valid
X2.4	0.718	0.50	Valid
X2.5	0.776	0.50	Valid
X2.6	0.740	0.50	Valid
X2.7	0.769	0.50	Valid
X2.8	0.786	0.50	Valid
X2.9	0.708	0.50	Valid
X2.10	0.765	0.50	Valid

Source: PLS 3.0 Processing Data, 2022

### 3. *Convergent Validity on Organizational Citizenship Behavior (OCB)*

The construct indicators on the organizational commitment variable are 16 construct indicators. Based on the results of data analysis, the convergent validity value obtained through the loading factor in the table below:

**Table 3.**  
**Convergent Validity Work Environment**

<b>Indicator</b>	<b>Loading Factor</b>	<b>Rule of Thumb</b>	<b>Information</b>
X3.1	0.711	0.50	Valid
X3.2	0.748	0.50	Valid
X3.3	0.773	0.50	Valid
X3.4	0.718	0.50	Valid
X3.5	0.777	0.50	Valid
X3.6	0.803	0.50	Valid
X3.7	0.761	0.50	Valid
X3.8	0.706	0.50	Valid
X3.9	0.633	0.50	Valid
X3.10	0.749	0.50	Valid

Source: PLS 3.0 Processing Data, 2022

### 4. *Convergent Validity on Performance Variables*

The construct indicators on the performance variable are 10 construct indicators. Based on the results of data analysis, the convergent validity value obtained through the loading factor in the table below:

**Table 4.**  
**Convergent Validity Performance**

<b>Indicator</b>	<b>Loading Factor</b>	<b>Rule of Thumb</b>	<b>Information</b>
Y1	0.648	0.50	Valid
Y2	0.784	0.50	Valid
Y3	0.763	0.50	Valid
Y4	0.810	0.50	Valid
Y5	0.807	0.50	Valid
Y6	0.725	0.50	Valid
Y7	0.602	0.50	Valid
Y8	0.640	0.50	Valid



Y9	0.528	0.50	Valid
Y10	0.535	0.50	Valid

Source: PLS 3.0 Processing Data, 2022

Discriminant validity relates to the principle that the manifest variables of different constructs should not be highly correlated, discriminant validity is judged on the basis of cross loading. The rule of thumb used in the discriminant validity test is the cross-loading value greater than 0.5. If the correlation of the construct with the measurement item is greater than the size of the other constructs, it indicates that their block size is better than the other blocks (Ghozali & Latan, 2015). The results of the discriminant validity test are presented in the table below:

**Table 5. Cross Loading**

	OCB (X3)	Job Satisfaction (X2)	Motivation (X1)	Performance (Y)
X1.1	0.653	0.548	0.641	0.705
X1.2	0.605	0.705	0.710	0.700
X1.3	0.621	0.614	0.640	0.619
X1.4	0.562	0.716	0.737	0.608
X1.5	0.648	0.761	0.772	0.701
X1.6	0.585	0.736	0.751	0.745
X1.7	0.676	0.602	0.744	0.682
X1.8	0.611	0.619	0.655	0.655
X1.9	0.485	0.612	0.709	0.520
X1.10	0.502	0.560	0.711	0.670
X2.1	0.502	0.794	0.621	0.570
X2.2	0.609	0.705	0.562	0.688
X2.3	0.664	0.765	0.648	0.551
X2.4	0.658	0.718	0.585	0.502
X2.5	0.649	0.776	0.676	0.509
X2.6	0.653	0.740	0.611	0.537
X2.7	0.548	0.769	0.485	0.658
X2.8	0.624	0.786	0.565	0.570
X2.9	0.747	0.708	0.771	0.655
X2.10	0.746	0.765	0.716	0.640
Y1	0.617	0.502	0.560	0.640
Y2	0.773	0.589	0.694	0.787
Y3	0.706	0.553	0.717	0.757
Y4	0.740	0.700	0.750	0.815
Y5	0.760	0.570	0.785	0.800
Y6	0.730	0.688	0.711	0.735
Y7	0.513	0.551	0.545	0.593
Y8	0.627	0.502	0.565	0.653
Y.9	0.501	0.509	0.512	0.514
Y.10	0.522	0.537	0.529	0.543
X3.1	0.711	0.658	0.562	0.736
X3.2	0.748	0.515	0.530	0.522
X3.4	0.773	0.555	0.272	0.749
X3.5	0.718	0.437	0.416	0.416
X3.6	0.777	0.233	0.481	0.488
X3.7	0.803	0.647	0.416	0.606
X3.8	0.761	0.736	0.503	0.295
X3.9	0.706	0.578	0.424	0.233
X3.10	0.633	0.470	0.569	0.248

Source: PLS 3.0 Processing Data, 2022

Based on the data presented in table 4.10 above, it can be seen that each indicator in the research variable has a higher cross loading value in the variables it forms compared to the cross-loading value in other variables. Based on the results obtained, it can be

stated that the indicators used in this study have good discriminant validity in compiling their respective variables.

#### a) Composite Reliability

The statistics used in composite reliability or construct reliability are composite reliability values above 0.6 indicating the construct has high reliability or reliability as a measuring tool. The limit value of 0.6 and above means acceptable and above 0.8 and 0.9 means very satisfactory.

**Table 6. Composite Reliability Results**

	<b>Composite Reliability</b>
Job satisfaction	<b>0.897</b>
Employee performance	<b>0.901</b>
Work motivation	<b>0.886</b>
<i>Organizational Citizenship Behavior</i>	<b>0.884</b>

Source: Processed by Researchers with SmartPLS Application

Conclusion composite reliability testing is as follows:

- The work climate variable is reliable, because the composite reliability value of work discipline is  $0.897 > 0.6$ .
- Employee performance variable is reliable, because the composite reliability value of job satisfaction is  $0.901 > 0.6$ .
- The variable of work motivation is reliable, because the composite reliability value of employee performance is  $0.886 > 0.6$ .
- Organizational Citizenship Behavior (OCB) variable is reliable, because the composite reliability value of work motivation is  $0.884 > 0.6$ .

#### b) Average Variance Extracted (AVE)

*Average Variance Extracted* (AVE) describes the amount of variance that can be explained by items compared to the variance caused by measurement error. The standard is if the AVE value is above 0.5, it can be said that the construct has good convergent validity. That is, the latent variable can explain the average of more than half the variance of the indicators.

**Table 7. Results of Average Variance Extracted**

	<b>AVE</b>
Job satisfaction	<b>0.528</b>
Employee performance	<b>0.614</b>
Work motivation	<b>0.545</b>
Organization Citizenship Behavior	<b>0.565</b>

Source: Processed by Researchers with SmartPLS Application

Conclusion Average Variance Extracted test is as follows:

- Job satisfaction variable is reliable, because the AVE value of work discipline is  $0.528 > 0.5$ .
- Employee performance variable is reliable, because the AVE value of job satisfaction is  $0.614 > 0.5$ .
- Work Motivation variable is reliable, because the AVE value of employee performance is  $0.545 > 0.5$ .
- Organizational Citizenship Behavior (OCB) variable is reliable, because the AVE value of work motivation is  $0.565 > 0.5$ .

## 2) Discriminant Validity

*Discriminant Validity* (discriminant validity) is the degree to which a construct is completely different from another construct (a construct is unique). The best new measurement criteria are to look at the Heretroit-Monotrait Ratio (HTMT) value. If the HTMT value is  $< 0.90$  then a construction has good discriminant validity (Juliandi, 2018).

**Table 9. Discriminant Validity**

	<i>Discriminant Validity</i>			
	Job satisfaction	Employee performance	Work motivation	Organization Citizenship Behavior
Job satisfaction				
Employee performance	<b>0.636</b>			
Work motivation	<b>0.830</b>	<b>0.756</b>		
<i>Organization Citizenship Behavior</i>	<b>0.979</b>	<b>0.615</b>	<b>0.752</b>	

Source: Processed by Researchers with SmartPLS Application

Conclusion Heretroit-Monotrait Ratio (HTMT) testing is as follows:

- a) The variable job satisfaction on the performance of the HTMT value is  $0.636 < 0.90$ , meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique).
- b) The variable of work motivation on employee performance HTMT value of  $0.756 < 0.90$ , meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique).
- c) The variable Organizational Citizenship Behavior (OCB) on the performance of the HTMT value of  $0.615 < 0.90$ , means that the discriminant validity is good, or completely different from other constructs (the construct is unique).
- d) The variable job satisfaction on Organizational Citizenship Behavior (OCB) HTMT value  $0.979 < 0.90$ , meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique).
- e) The variable of work motivation on Organizational Citizenship Behavior (OCB) HTMT value is  $0.752 < 0.90$ , meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique).

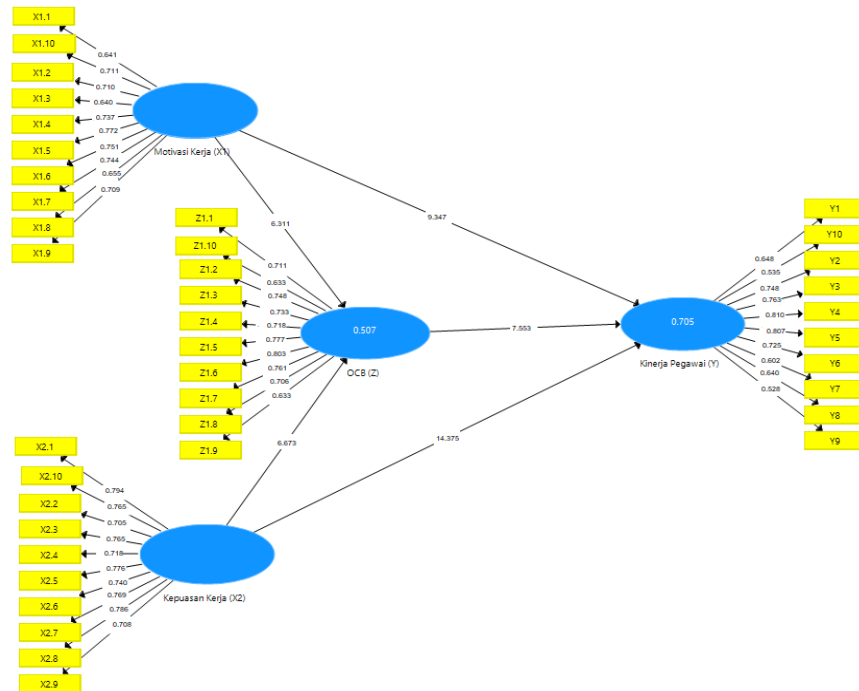


Figure 1. Standardized Loading Factor Inner and Outer Model

### Structural Model Analysis (Inner Model)

#### 1) Path Coefficient

Seeing the significance of the influence between the constructs can be seen from the path coefficient (path coefficient). The sign in the path coefficient must be in accordance with the hypothesized theory, to assess the significance of the path coefficient, it can be seen from the t test (critical ratio) obtained from the bootstrapping process (resampling method).

#### a) R-Square

R-Square is a measure of the proportion of variation in the value of the variable that is influenced (endogenous) and can be explained by the variable that influences it (exogenous). This is useful for predicting whether the model is good or bad (Juiandi, 2018). The criteria for the R-Square according to (Juiandi, 2018) are as follows:

- 1) If the value of R2 (adjusted) = 0.75 means the model is substantial (strong).
- 2) If the value of R2 (adjusted) = 0.50 means the model is moderate.
- 3) If the value of R2 (adjusted) = 0.25 means the model is weak (bad).

Table 10. R-Square

	<i>R-Square</i>	<i>R-Square Adjusted</i>
Performance	<b>0.705</b>	<b>0.695</b>
<i>Organizational Citizenship Behavior</i>	<b>0.507</b>	<b>0.496</b>

Source: Processed by Researchers with SmartPLS Application

Conclusion: From testing the R-Square value on performance, the R-Square Adjusted for the path model using the intervening variable is 0.507. This means that the ability of the variable work motivation and job satisfaction with Organizational Citizenship Behavior (OCB) in explaining performance is 50.7%. Thus, the model is classified as moderate. While the R-Square test on employee performance is R-Square Adjusted for the path model using the intervening variable is 0.705. This means that the variable of

work motivation and Organizational Citizenship Behavior (OCB) on performance in explaining employee performance is 70.5%. Thus, the model is classified as moderate.

**b) F-Square**

F-Square is a measure used to assess the relative impact of a variable that affects (exogenous) on the variable that is influenced (endogenous). Changes in the value of R2 when certain exogenous variables are removed from the model can be used to evaluate whether the omitted variables have a substantive impact on endogenous constructs (Juliandi, 2018). The F-Square criteria according to (Juliandi, 2018) are as follows:

- 1) If the value of F2 = 0.02 means a small effect of the exogenous variable on the endogenous variable.
- 2) If the value of F2 = 0.15 means that there is a moderate/severe effect of the exogenous variable on the endogenous variable.
- 3) If the value of F2 = 0.35 means a large effect of exogenous variables on endogenous variables.

**Table 11. F-Square**

	Job satisfaction	Employee performance	Motivation	Organization Citizenship Behavior
Job satisfaction		<b>0.301</b>		0.347
Employee performance				
Motivation		<b>0.394</b>		0.323
Organization Citizenship Behavior		<b>0.211</b>		

Source: Processed by Researchers with SmartPLS Application

Conclusion: From the F-Square test in the table above, the variable job satisfaction on employee performance has a value of F2 = 0.301. So, there is a large effect of exogenous variables on endogenous variables. The variable job satisfaction on Organization Citizen Behavior has a value of F2 = 0.347. So, there is a large effect of exogenous variables on endogenous variables. The variable of work motivation on employee performance has a value of F2 = 0.394. So, there is a small effect of exogenous variables on endogenous variables. The variable of work motivation on Organization Citizen Behavior has a value of F2 = 0.323. So, there is a large effect of exogenous variables on endogenous variables.

**c) Direct Effect**

The purpose of the direct effect analysis is to test the hypothesis of the direct effect of a variable that affects (exogenous) on the variable that is influenced (endogenous) (Juliandi, 2018). Probability/significance value (P-Value):

- If the P-Value < 0.05, it is significant.
- If the P-Value > 0.05, then it is not significant.

**Table 12. Direct Effect**

	Original Samples (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STERR )	P-Value
Job Satisfaction → Employee Performance	<b>0.735</b>	<b>0.771</b>	<b>0.261</b>	<b>14,375</b>	<b>0.000</b>
Job satisfaction → Organizational Citizenship Behavior	<b>0.210</b>	<b>0.289</b>	<b>0.450</b>	<b>6.673</b>	<b>0.000</b>

Motivation → Employee Performance	<b>0.252</b>	<b>0.260</b>	<b>0.160</b>	<b>9.347</b>	<b>0.000</b>
Work Motivation → Organizational Citizenship Behavior	<b>0.287</b>	<b>0.297</b>	<b>0.137</b>	<b>6.311</b>	<b>0.000</b>
Organizational Citizenship Behavior → Employee Performance	<b>0.262</b>	<b>0.275</b>	<b>0.119</b>	<b>7.553</b>	<b>0.000</b>

Source: Processed by Researchers with SmartPLS Application

The conclusion of the direct effect value in the table above is as follows:

- 1) The variable job satisfaction on employee performance has a path coefficient value of 0.735 and a P-Value of 0.005 (<0.05), meaning that it has a positive and significant effect.
- 2) The variable job satisfaction on Organizational Citizenship Behavior (OCB) has a path coefficient value of 0.210 and a P-Value of 0.000 (<0.05), meaning that it has a positive and significant effect.
- 3) The motivation variable on employee performance has a path coefficient value of 0.252 and a P-Value of 0.000 (<0.05), meaning that it has a positive and significant influence.
- 4) The variable of work motivation on Organizational Citizenship Behavior (OCB) has a path coefficient value of 0.284 and a P-Value of 0.000 (<0.05), meaning that it has a positive and significant effect.
- 5) The variable Organizational Citizenship Behavior (OCB) on employee performance has a path coefficient value of 0.262 and a P-Value of 0.000 (<0.05), meaning that it has a positive and significant effect.

**d) Indirect Effect**

Indirect effect analysis is useful for testing the hypothesis of the indirect effect of an influencing variable (exogenous) on the influenced variable (endogenous) which is mediated/mediated by an intervening variable (mediator variable). Criteria:

- 1) If the P-Value < 0.05, it is significant. This means that the mediator variable mediates the effect of an exogenous variable on an endogenous variable. In other words, the effect is indirect.
- 2) If the P-Value > 0.05, then it is not significant. This means that the mediator variable does not mediate the effect of an exogenous variable on an endogenous variable. In other words, the effect is direct (Juliandi, 2018).

**Table 13. Indirect Effect**

	Original Samples (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STERR )	P-Value
Work Motivation → Organizational Citizenship Behavior → Employee Performance	<b>0.201</b>	<b>0.198</b>	<b>0.097</b>	<b>2.314</b>	<b>0.005</b>
Job Satisfaction → Organizational Citizenship Behavior → Employee Performance	<b>0.180</b>	<b>0.098</b>	<b>0.056</b>	<b>2010</b>	<b>0.031</b>

Source: Processed by Researchers with SmartPLS Application

Conclusion the indirect effect values in the table above are as follows:

- 1) The indirect effect of motivational variables on employee performance through Organizational Citizenship Behavior (OCB) is 0.201 with a P-Value of 0.005 < 0.05, so Organizational Citizenship Behavior (OCB) can mediate the effect of work motivation on employee performance.

- 2) The indirect effect of job satisfaction on employee performance through Organizational Citizenship Behavior (OCB) is 0.180 with P-Value  $0.031 < 0.05$ , then Organizational Citizenship Behavior (OCB) mediates the effect of work climate on employee performance.

### **speaker**

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

The direct influence hypothesis concludes that motivation has a significant effect on employee performance. This can be seen clearly with the results of a direct influence coefficient of 0.735 and a P-Value of 0.000 ( $<0.05$ ). Shows that there is an influence between motivation on the performance of the Administrative Workforce at Dr Pringadi Hospital Medan City.

Work motivation is a matter that is applied in an organization or industry to build employee morale so that these employees can carry out their work optimally and can achieve the desired goals of the organization or industry. Work motivation is a condition that encourages or causes someone to carry out an act or activity that takes place consciously aimed at improving employee performance (Tanjung, 2015).

Based on the results of previous research conducted by (Rido Sanjaya, 2018) The results of this study indicate that work motivation has a significant effect on employee performance, where the Head of Service as a leader has a role to motivate. According to (Darma Widiyanto, 2018) shows that the influence of work motivation is very positive effect on employee performance. According to (Syahputra, Bahri, & Rambe, 2020) The results of this study indicate that work motivation has a significant effect on employee performance. (Saripuddin & Handayani, 2017) The results of this study indicate that work motivation has a significant effect on employee performance. (Prayogi & Nursiddin, 2018) The results of this study indicate that work motivation has a significant effect on employee performance.

Results study (ME Azhar, 2016), (Afandi, A., & Bahri, 2020; Gultom, 2014; Jufrizen, 2017; Sari, M., Muis, M., & Hamid, 2012), (Farisi, Irnawati, & Fahmi, 2020), (Astuti & Suhendri, 2019), (Jufrizen, Pharisee, Azhar, & Daulay, 2020), (Jufrizen & Sitorus, 2021) (Fachrezi, H., & Khair, 2020), (Hidayat, Tanjung, & Juliandi, 2020; Juniantara, IW, & Riana, 2015; A. Rivai, 2021) The results of this study indicate that work motivation has a significant effect on employee performance

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

The direct effect hypothesis concludes that job satisfaction has a significant effect on employee performance. This can be seen clearly with the results of a direct influence coefficient of 0.210 and a P-Value of 0.000 ( $<0.05$ ). Shows that there is an influence between job satisfaction on the performance of the Administrative Manpower of RSUD Dr. Pringadi, Medan City. Job satisfaction is a (positive) attitude of workers towards their work, which arises based on an assessment of the work situation. The assessment can be carried out on one of his jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in his work. Satisfied employees prefer their work situation rather than dislike it (Ashar Munandar 2005). Overall job satisfaction for an individual is the sum of job satisfaction (from each job aspect) multiplied by the degree of importance of the job aspect for the individual. Job satisfaction of an employee may affect his attendance at work, willingness to work is also often influenced by the desire to change jobs.

Based on the results of previous research conducted by (Juniantara, & Riana, 2015), (Supriyadi, 2018) stated that job satisfaction has a positive effect on employee performance. Research results (Arda, 2017), (Marliani, 2016), (Rosmaini & Tanjung, 2019), (Harahap & Tirtayasa, 2020), stated that job satisfaction has a positive effect on employee performance. Research result (Adhan, Jufrizen, Prayogi, & Siswadi, 2020; Mujiatun, 2015; Nasution, 2018), (Yusnandar, & Viawanty, 2021), (Wahyudi, & Tupti, 2019), (Jufrizen & Sitorus, 2021), stated that job satisfaction has a positive effect on employee performance.

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

The direct influence hypothesis concludes that work motivation has a significant effect on Organizational Citizenship Behavior (OCB). This can be seen clearly with the results of a direct influence coefficient of 0.252 and a P-Value of 0.000 (<0.05). Shows that there is an influence between work motivation on the Organizational Citizenship Behavior (OCB) of Administrative Workforce at Dr Pringadi Hospital, Medan City.

Work motivation is a matter that is applied in an organization or industry to build employee morale so that these employees can carry out their work optimally and can achieve the desired goals of the organization or industry. Work motivation is a condition that encourages or causes someone to carry out an act or activity that takes place consciously aimed at improving employee performance (Tanjung, 2015).

In an organization or industry, work motivation can affect organizational citizenship behavior (OCB) or what is often known as organizational citizenship behavior (OCB). An employee who has a strong drive or work motivation to meet the necessities of life, and these life needs can be fulfilled so that an employee wants to do his job better and be more creative voluntarily to increase organizational performance and the effectiveness of the organization or industry.

Based on the results of previous research conducted by (Febriani, 2016) stated that work motivation can have a positive and significant effect on organizational citizenship behavior (OCB). Work motivation has a significant effect on organizational citizenship behavior (OCB) (Jufrizen, Farisi, Azhar & Daulay, 2020). Other research was also conducted by (Mariatin & Supriyantini, 2014) stated that work motivation has a significant positive effect on organizational citizenship behavior (OCB).

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

The direct effect hypothesis concludes that job satisfaction has a significant effect on organizational citizenship behavior. This can be seen clearly with the results of a direct influence coefficient of 0.287 and a P-Value of 0.000 (<0.05). Shows that there is an influence between job satisfaction on organization citizenship behavior of Administrative Workforce at Dr Pringadi Hospital, Medan City.

People are generally more satisfied with their job as a whole, with the job itself, and with their coworkers and bosses than with salary and career opportunities. (Robbins & Judge, 2015). A satisfied employee tends to speak positively about his company, and likes to help other people or co-workers and tries to complete all his work better than expected in the job. This shows that there is a relationship between job satisfaction and organizational citizenship behavior (OCB), meaning that if an employee is satisfied in



completing his work, it can lead to or encourage an employee to have an attitude of organizational citizenship behavior (OCB).

Job satisfaction that must be achieved in a company or organization is satisfaction with salary, satisfaction with promotions, satisfaction with coworkers, and satisfaction with work. With this, the achievement of employee job satisfaction will affect the performance of employees in the company. Lack of employee job satisfaction has a negative impact on the company and the achievement of goals will get unsatisfactory results (Harahap & Tirtayasa, 2020)

Based on the results of previous research conducted by (Rohayati, 2014) stated that job satisfaction has a significant positive effect on organizational citizenship behavior (OCB). Previous research was also conducted by (Widayanti & Farida, 2016) states that there is a significant effect of job satisfaction on organizational citizenship behavior (OCB). So it can be concluded that employee job satisfaction in an organization is very influential on the level of employee performance, because if job satisfaction can be achieved it can improve employee performance in an organization.

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

The direct influence hypothesis concludes that Organizational Citizenship Behavior (OCB) has a significant effect on employee performance. This can be seen clearly with the results of a direct influence coefficient of 0.262 and a P-Value of 0.000 (<0.05). Shows that there is an influence between organization Citizenship Behavior on the performance of the Administrative Manpower of RSUD Dr. Pringadi, Medan City.

(Rivai & Mulyadi, 2012) Explaining that performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and have been mutually agreed upon. Employee performance is a very important thing in the company's efforts to achieve its goals. This shows that there is a link between employee performance and organizational citizenship behavior (OCB), meaning that if an employee has good performance, it can lead to or encourage an employee to have organizational citizenship behavior (OCB).

Based on the results of previous research conducted by (Bustomi, Sanusi, & Herman, 2020) states that employee performance has a significant positive effect on organizational citizenship behavior (OCB). Previous research was also conducted by (Lestari, Kholifatul, & Ghaby, 2018) states that there is a significant effect of employee performance on organizational citizenship behavior (OCB).

### **The Effect of Work Motivation on Performance with Organizational Citizenship Behavior as an Intervening Variable**

The indirect effect hypothesis concludes that Organizational Citizenship Behavior (OCB) does not mediate the effect of work motivation on performance. This can be seen from the indirect effect coefficient value of 0.201 and the P-Value value of 0.000 (< 0.05). Shows that the influence of work motivation on employee performance is mediated by Organizational Citizenship Behavior (OCB) is supported. Based on the results of hypothesis testing, it can be seen that the P-Value <0.05. Therefore, in achieving better employee performance, priority in improving or implementing better work motivation must be mediated by Organizational Citizenship Behavior (OCB) Work motivation is a matter that is applied in an organization or industry to build employee morale thus these

employees can carry out their work optimally and can achieve the desired goals by the organization or industry. A good work motivation will affect employee performance and make employees feel that the work they have completed has meaning and they have competence in completing their work.

Based on the results of previous research conducted by (Mariatin & Supriyantini, 2014) stated that work motivation has a significant positive effect on organizational citizenship behavior (OCB). Other research was also conducted by (Parimita & Khoiriyah, 2018) states that work motivation has a significant effect on job satisfaction.

### **The Effect of Job Satisfaction on Performance with Organizational Citizenship Behavior as an Intervening Variable**

The indirect effect hypothesis concludes that organizational citizenship behavior (OCB) mediates the effect of job satisfaction on performance. This can be seen from the value of the coefficient of indirect influence is 0.180 and the P-Value is 0.031 ( $< 0.05$ ). Shows that the effect of job satisfaction on employee performance mediated by organizational citizenship behavior (OCB) is supported. Based on the results of hypothesis testing, it can be seen that the P-Value value is  $> 0.05$ . Therefore, in achieving better employee performance to maintain or further improve the application of better job satisfaction and must be mediated by organizational citizenship behavior (OCB).

People are generally more satisfied with their job as a whole, with the job itself, and with their coworkers and bosses than with salary and career opportunities (Siagian, 2014). A satisfied employee tends to speak positively about his company, and likes to help other people or co-workers and tries to complete all his work better than expected in the job. This shows that there is a relationship between job satisfaction and organizational citizenship behavior (OCB), meaning that if an employee is satisfied in completing his work, it can lead to or encourage an employee to have an attitude of organizational citizenship behavior (OCB).

Based on the results of previous research conducted by (Triwibowo, & Arsanti, 2016) stated that job satisfaction has a positive and significant direct effect on organizational citizenship behavior (OCB). Other previous research conducted by (Widayanti & Farida, 2016) also stated that there is a significant effect of job satisfaction on organizational citizenship behavior (OCB).

## **CONCLUSION**

Based on the results of the PLS analysis using SmartPLS 3.0, the results and discussion of the research discussed in the previous chapter, it shows that most of the research results have a significant positive effect between the independent variable and the dependent variable. The conclusions that can be drawn from the results of the analysis are: Work motivation has a significant effect on employee performance. The better the work motivation received, the more it will improve employee performance. Job satisfaction has a significant effect on employee performance. The higher the level of employee job satisfaction, the higher the level of employee performance. Work motivation has a significant effect on Organizational Citizenship Behavior. The better the available work motivation, the higher the Organizational Citizenship Behavior (OCB). Job satisfaction has a significant effect on Organizational Citizenship Behavior. The higher the level of Job Satisfaction, the higher the Organizational Citizenship Behavior (OCB). The influence of Organizational Citizenship Behavior (OCB) on Employee Performance is significant. Where when Organizational Citizenship Behavior (OCB) increases,

employee performance will be better. The Effect of Work Motivation on Employee Performance with Organizational Citizenship Behavior (OCB) As an insignificant intervening variable, Organizational Citizenship Behavior (OCB) does not mediate the Effect of Work Motivation on Employee Performance. The Effect of Job Satisfaction on Employee Performance with Organizational Citizenship Behavior (OCB) as a significant intervening variable,

#### **ACKNOWLEDGMENT**

Thank you very much to the rector of the University of Muhammadiyah Sumatera Utara who gave me the opportunity and provided financial assistance to attend this international seminar. Likewise, for the organizers, namely the Association of International Business and Professional Management (AIBPM).

#### **DECLARATION OF CONFLICTING INTERESTS**

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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