

Employee Performance in Terms of Organizational Commitment and Work Motivation: The Mediating Role of Organization Citizenship Behaviors

Veliana Ningrum^{1*}, Harianto Respati², Harsono²

¹Student of Magister Management, University of Merdeka Malang, Indonesia

²Faculty of Economics and Business, University of Merdeka Malang, Indonesia

*Corresponding author: Veliana Ningrum

| Received: 14.05.2023 | Accepted: 21.06.2023 | Published: 04.07.2023 |

Abstract: By using organizational citizenship behavior as a mediation, this study tries to show empirically how employee performance is influenced by organizational commitment and job motivation. Up to 84 workers from Probolinggo City's Food Security, Agriculture, and Fisheries Office served as the study's subjects. Because there were less than 100 people in each sample, the census approach was used for all of them. While data analysis employs path analysis, the data employed are primary data derived from the responses to questionnaires sent to respondents. The findings indicated that employee performance is influenced by organizational commitment and job motivation. Additionally, it was discovered that job motivation and organizational commitment both influence organizational citizenship behavior. Additionally, research has shown that organizational citizenship behavior influences employee performance while also acting as a buffer between organizational commitment and job motivation, and employee performance. The findings of this study suggest that organizational citizenship behavior may be utilized to predict employee performance using independent factors such as organizational commitment and job motivation.

Keywords: Organizational Commitment, Work Motivation, Employee Performance, Organizational Citizenship Behavior.

I. INTRODUCTION

One of the executive executors in the form of institutions or organizations in local government is the Regional Apparatus Organization (OPD). This organization coordinates with local governments so that government management can run well. Like the Department of Food Security, Agriculture, and Fisheries (DKPPP) Probolinggo City is an OPD in the city of Probolinggo, East Java which has the aim of improving the trade and industry sector with the target of the welfare of agricultural product processors and marketers and increasing regional food independence.

As an institution that has the task of providing services to the community, the DKPPP of Probolinggo City always strives to provide optimal services. Of the several main indicators that can measure the implementation of government administration in providing public services is the quality of public services. Measurement of the quality of public services can be said through a community satisfaction survey (SKM), through this survey data and information can be obtained that can be useful for the implementation of

good and quality governance. The results of the 2021 SKM survey show that the level of public satisfaction with the services provided by the DKPPP of Probolinggo City is known to provide good results with a value of 83.24 (SKM, 2021:20). This value has increased compared to the previous year of 78.69 (SKM, 2020). This result indicates that improvement efforts related to service elements as a result of SKM recommendations and evaluations in 2021 have had a positive impact with an increase in respondents' perception values as reflected in the results of SKM in 2021.

Improving the quality of services from the DKPPP of Probolinggo City cannot be separated from the support of human resources that support organizational performance, including Civil Servants, Government Employees with Work Agreements (PPPK), and Freelance Daily Workers (THL). Employees are assets that must be managed as well as possible to be able to make a maximum contribution, for that various ways are carried out by management to improve employee performance (Noor, 2017; Sion *et al.*, 2022; Prawitasari *et al.*, 2022). Similarly, it is stated

Quick Response Code



Journal homepage:
<https://www.easpublisher.com/>

Copyright © 2023 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

Citation: Veliana Ningrum, Harianto Respati, Harsono (2023). Employee Performance in Terms of Organizational Commitment and Work Motivation: The Mediating Role of Organization Citizenship Behaviors. *Cross Current Int J Econ Manag Media Stud*, 5(4), 54-64.

by (Habib *et al.*, 2022) that performance improvement is one of the efforts made by every organization, both private and government agencies, to achieve its goals. To create strong performance and meet the objectives of the business, it is crucial to understand the variables that may affect workers or employees in carrying out their duties and obligations. Employee performance is a comparison of work outputs that are visible in real-time with work standards established by the business (Hariyanto *et al.*, 2021; Mahardhika *et al.*, 2021). Getting maximum performance requires employees who not only behave following their roles but there needs to be behavior outside of the role that should be which behavior can contribute to better performance results. Organizational citizenship behavior (OCB) is the voluntary behavior of employees or members of organizations that goes above and beyond the call of duty and is ungoverned by company policies. This behavior is very advantageous for businesses because it can boost organizational effectiveness and efficiency and is unrelated to a formal reward system (Rembet *et al.*, 2020).

Findings in the field show that some OCB behaviors seem to be lacking (Utami, *et al.*, 2020). This is suspected as an impact of the demands of the fieldwork program imposed on each employee in each section with a time limit. So there is a feeling of indifference and reluctance to help alleviate problems among some employees, especially related to the completion of work. Even if not all employees behave like that, this can interfere with employee performance. Because there will be feelings of burden and heavy hearts and poor relationships among some employees. In addition, the achievement of work program targets with deadlines and work completed at that time also had an impact on not infrequently employees returning home beyond the predetermined working hours. This condition is considered necessary to have encouragement or work motivation and commitment from each employee. It is mentioned by (Hajiali *et al.*, 2022) that because a person's success depends heavily on motivation, to increase employee performance, motivation is crucial. The attitude of ability and willingness contained in organizational commitment will be able to foster a strong employee desire to continue working. Employee performance will be better organized with good organizational commitment. Committed employees will work optimally because they want the success of the organization where they work (Dewanti *et al.*, 2021).

It is clear from the previous statement that increasing employee performance necessitates motivation, organizational commitment, and OCB. The phrasing of the issue highlighted in this study is how employee performance at the DKPPP of Probolinggo City is influenced by organizational citizenship behaviors and employee motivation. The findings of this study provide a theoretical addition or advantage,

namely to explain a research model on employee performance studies with several factors that affect it, such as motivation via research (Carolina *et al.*, 2021; Manzoor *et al.*, 2021; Shin & Hur, 2021); organizational commitment through research (Firmansyah *et al.*, 2021; Hariyanto *et al.*, 2021; Nguyen & Ngo, 2020) and OCB through research practical benefits, namely the results of the research can provide information and input on improving employee performance at the DKPPP of Probolinggo City. In addition, OPD leaders can evaluate motivational practices and also monitor organizational commitments owned by individuals, as well as the need to improve Organization Citizenship Behaviors (OCB) behavior so that it becomes a good habit that needs to be established can.

II. LITERATURE REVIEW

As mentioned in (Zoechriba *et al.*, 2020) that performance is the result of work that comes from the achievement by an employee following the work given to him within a certain time. The degree to which an employee's productivity level complies with the company's performance requirements is also specified. The word "performance" is derived from "job performance" or "actual performance," which refers to someone's actual work performance or accomplishment. Understanding performance (work performance) is the result of the quality and quantity of work that an employee completes while performing the duties assigned to him (Andreas, 2022). Performance, according to research (Istanti *et al.*, 2021), is anything that is created by the functions or indications of a work or a profession at a certain period. Whereas in his research, employee performance is assessed using several metrics that are grounded in theory (Mathis & Jackson, 2012), such as Quantity of work, Quality of work, Utilization of time, and Cooperation.

Organizational Citizenship Behavior, also known as OCB, is the voluntary behavior of employees or members of the organization that occurs outside the scope of the job description and is not governed by company policies. OCB is extremely advantageous for businesses because it can boost organizational effectiveness and efficiency and is unrelated to a formal reward system (Rembet *et al.*, 2020). In a similar vein, citizenship Behavior is a behavior that is an individual decision and initiative, unrelated to the formal incentive structure of the company, and that, taken collectively, improves organizational success. Helping others, volunteering to do extra work, and abiding by workplace rules and regulations are just a few of the behaviors displayed by OCB. (Widarko & Anwarodin, 2022). Altruism, conscientiousness, civility, sportsmanship, and civic virtue are the 5 (five) factors used to measure organizational citizenship behavior (Azmy, 2021).

According to (Saraswati & Hakim, 2019) Organizational commitment is a behavior based on beliefs in the organization, personal participation with the organization, and loyalty to the organization. Because committed individuals are expected to demonstrate their availability to work harder to achieve organizational goals and have a higher desire to stay employed by a firm, organizational commitment is a crucial work attitude. Individuals' emotional bonds with the organization, which include moral support and acceptance of the ideals held inside the company as well as the internal drive to assist the organization, can help organizational commitment expand (Pusparani *et al.*, 2021). Indicators to measure organizational commitment used in research (Goller & Dewi, 2020; Nurwisda *et al.*, 2022) include the following three types of commitment, namely affective, continuance, and normative.

What inspires or encourages people to work is called job motivation. A motivated person, person will work hard to do his job well for the success of the company (Yuliati, 2020). Positive work motivation can also affect how an employee makes time to help complete the work of other colleagues when the individual gets time off while working (Arina *et al.*, 2021; Chrisdianto and Respati, 2019). There are five hierarchical levels of motivation according to Abraham Maslow (Haryanto & Dewi, 2020), namely: 1) Physiological needs (outward), 2) Safety Needs and safety (Safety Needs), 3). Social Needs, 4). Esteem Needs and 5). The need to enhance work capacity (Self-actualization).

Previous relevant research showing that organizational commitment affects organizational

citizenship behavior is found (Felicia, 2017; Rahayu, 2017; Trigunajasa *et al.*, 2018). Meanwhile, research that shows motivation affects organizational citizenship behavior is contained in research (Arina *et al.*, 2021; Badaruddin, 2022). Research conducted by (Dame *et al.*, 2021; Habib *et al.*, 2022; Hariyanto *et al.*, 2021) shows that organizational commitment has a positive effect on employee performance. The positive influence between motivation and employee performance is shown in research (Renata *et al.*, 2021; Main & Hidajat, 2022). Meanwhile, research that shows that organizational citizenship behavior can mediate organizational commitment and motivation for employee performance is contained in research (Putra & Candana, 2020).

The following is the formulation of research hypotheses based on the research framework:

- H1: Organizational commitment and Work motivation have an impact on Organizational Citizenship Behavior.
- H2: Organizational commitment and Work motivation have an impact on employee performance.
- H3: Organizational Citizenship Behavior have an impact on employee performance.
- H4: Organizational commitment and Work motivation have an impact on employee performance through Organizational Citizenship Behavior

Figure 1 shows the conceptual framework for the study, which is based on an explanation of the four research hypotheses and the findings of earlier studies.

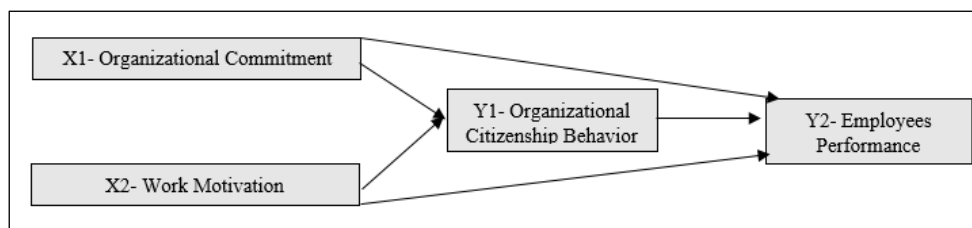


Figure 1: Research Concept Framework

III. RESEARCH METHODS

A quantitative strategy and an explanatory research type are used in the study design. Primary and secondary data are used in data sources. A questionnaire with a Likert scale was the instrument employed. The Likert scale for options 1 and 5 strongly disagrees, disagree, neutral, agree, and strongly agree.

The research was conducted at the Department of Food Security, Agriculture, and Fisheries of Probolinggo City, a city located in East Java, Indonesia. In this service, there are 84 employees and researchers assign all employees to be the study population. Sampling technique using census method.

Employee performance Five factors as work quality, amount of work, timeliness, cooperative skills, and attendance are used to measure an employee's performance. Five elements, including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, are used to assess organizational citizenship behavior. Three indicators as affective commitment, normative commitment, and continuity commitment— are used to assess organizational commitment. While five factors as physiological requirements, social needs, safety and security needs, need for incentives, and self-actualization are used to quantify work motivation

Path analysis is a type of statistical analysis used in this study's data analysis to examine structural equation models and evaluate hypotheses.

IV. RESEARCH RESULTS

Questionnaires were distributed by researchers to each employee of the Food Security, Agriculture, and Fisheries Office of Probolinggo City totaling 84

employees distributed for two weeks. The answers of respondent respondents were tabulated and then analyzed for validity, reliability, and descriptive and linear regression tests. The demographic features of the respondents in this study, as given in Table 1, include their gender, age, most recent educational attainment, and number of years of employment.

Table 1: Demographic Respondents

Characteristic	Category	Frequency	Percentage
Jenis Gender	Man	43	51,19%
	Woman	41	48,81%
Age	25-30 years old	6	7%
	31-35 years old	3	4%
	36-40 years old	12	14%
	41-45 years old	29	35%
	>45 years old	34	40%
Education Level	Sekolah Dasar	2	2%
	Junior High School	2	2%
	Senior High School	22	26%
	Diploma	8	10%
	Bachelor	37	44%
	Postgraduate	13	15%
Period of Service	1-5 years	14	17%
	5-10 years	2	2%
	10 -15 years	44	52%
	> 15 years	24	29%

Table 2 shows that of the 84 respondents of employees of the Food Security, Agriculture and Fisheries Office of Probolinggo City dominated by men, the age range is more than 45 years (>45 years), the education level is mostly bachelor and the majority have a working period of 10-15 years.

Utilizing the software SPSS version 26 to analyze data processing. 48 instrument items, 18 indicators, and 4 research variables make up the entire study. The chance that each instrument will not have an error rate of more than 5% in cases where it can measure variables shows that the findings of assessing the validity and reliability of 48 items were valid. Results of the validity check are included. A Chronbach alpha score of greater than 0.70 (>0.70), a measure of the dependability of a research instrument, indicated that the reliability of the tool was good. The appendix contains the outcomes of descriptive analyses conducted on each study variable, 18 indicators, and 48 research instruments.

The main aspect that supports the creation of employee performance is the ability to cooperate. With the ability of employees to work in teams, it is expected that the work results obtained through performance can be optimal. With cooperation, it can clarify the role of each employee. The main factor that supports the existence of *Organizational Citizenship Behavior* is *Courtesy*. *Courtesy* is the ability to respect and care for

others. The existence of an employee attitude that considers the impact of the actions taken will be able to minimize conflicts in their performance, including the attitude of maintaining good relations among colleagues and not interfering with the rights of other employees. The main supporting aspect of organizational commitment is normative commitment. Normative commitment is characterized by the attitude of employees who are loyal and have loyalty to the organization. While the main factors that influence motivation are the need for physiological and self-actualization. The fulfillment of employees' physiological needs such as salary, leave, and work breaks, allows employees to be able to perform the duties and responsibilities they carry. Similarly, self-actualization is by participating employees in organizational activities and showing their roles and abilities in working to provide optimal performance.

There are three regressions run to construct a model of structural equations. The following is the regression model equation's output:

Multiple linear regression model one: $Y1 = 0.357X1 + 320 X2 + e1$

Model two of multiple linear regression is as follows: $Y2 = 0.341X1 + 0.390X2 + e2$

Model for simple linear regression: $Y2 = 0.534Y1 + e2$

Note: Y2 = Employee Performance; Y1 = Organizational Commitment; X2 = Work Motivation. Organizational Citizenship Behavior; X1 =

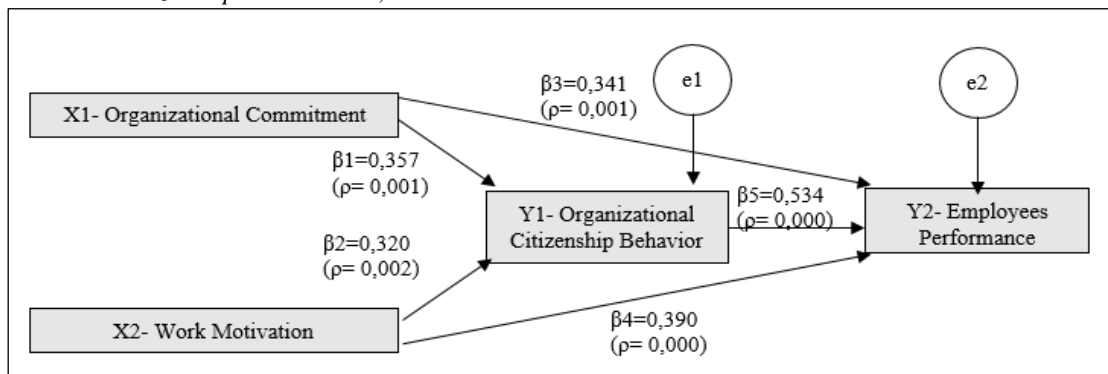


Figure 2: Structural equation models results

The relationship between organizational commitment and organizational citizenship behavior is shown in Figure 2. The p-value of (0.001) < (0.05) indicates that there is a significant relationship between organizational commitment and organizational citizenship behavior. Work motivation's impact on organizational citizenship behavior is considerable, as indicated by the p-value of (0.002) < (0.05), which indicates that it exists. The p-value (0.001) < (0.05) indicates that organizational commitment has a substantial impact on employee performance concerning how well employees perform. The

relationship between work motivation and employee performance demonstrates that the p-value (0.000) < (0.05) indicates that there is a significant relationship between work motivation and employee performance. Additionally, the relationship between organizational citizenship behavior and employee performance demonstrates that it has a substantial impact on performance, as indicated by the p-value of (0.000) < (0.05). Table 2 below demonstrates how organizational citizenship behavior mediates the relationship between employee performance, job motivation, and organizational commitment.

Table 2: Analysis Paths Recapitulation

Variable			p	Coefficient			Result
Independent	Mediation	Dependent		Direct effect	Indirect effect	Total effect	
Organizational Commitment	Organizational Citizenship Behavior		0,001	0,357			H1- Accepted
Work Motivation	Organizational Citizenship Behavior		0,002	0,320			
Organizational Commitment		Employee Performance	0,001	0,341			H2- Accepted
Motivasi Kerja		Employee Performance	0,000	0,390			
Organizational Citizenship Behavior		Employee Performance	0,000	0,534			H3- Accepted
Organizational Commitment	Organizational Citizenship Behavior	Employee Performance			$0,357 \times 0,534 = 0,190$	$0,341 + 0,190 = 0,531$	H4- Accepted
Work Motivation	Organizational Citizenship Behavior	Employee Performance			$0,320 \times 0,534 = 0,170$	$0,390 + 0,170 = 0,560$	

Note:

*) The significant rate (p) is less than < 5%.

V. DISCUSSION

Organizational citizenship behavior (OCB), which is influenced significantly by organizational

commitment and job incentive, is. The degree to which each person complies with their obligations to carry out forward the objectives of the company is measured by their level of commitment, so the person concerned will have OCB. Likewise, motivation can influence an employee to work as or even more than expected (Adha *et al.*, 2022) In other words, OCB refers to an employee who, via motivation, will willingly carry out duties or labor outside the scope of his job or obligation for the advancement or profit of his business. When handled appropriately, organizational commitment and motivation can raise the amount to which an employee willingly does duties outside of his purview to advance corporate objectives. According to a study (Arina *et al.*, 2021; Indra Bagus Wijaya, 2018; Trigunajasa *et al.*, 2018), organizational commitment and work motivation are positively correlated with OCB. These findings corroborate that assertion. The findings of this study also prove theoretically related to the dimension of organizational commitment (Yusuf & Syarif, 2018), that employees of the Food Security, Agriculture and Fisheries Office of Probolinggo City have a strong affective commitment. They will continue to work in the organization because they want to (want to) and feel ownership of the organization and also have motivation in them that encourages them to make sacrifices to achieve organizational goals so that OCB increases if organizational commitment and employee motivation increase.

Organizational commitment and work motivation have a significant effect on employee performance. High organizational commitment to employees positively encourages employees to do their best for the benefit of the organization by providing energy and carrying out more responsibility for the success of the organization where they work. Likewise, better work motivation, owned by employees of the Food Security, Agriculture and Fisheries Office of Probolinggo City, can direct them in achieving the desired organizational goals. Organizational commitment and good work motivation an attitude of favoring employees to the organization and also company goals which then being loyal will have an impact on the performance of these employees. In line with research conducted by (Inoprasetya & Nurhasanah, 2021; Renata *et al.*, 2021; Utama & Hidajat, 2022) which states that organizational commitment and work motivation influence employee performance.

Organizational Citizenship Behavior (OCB) has a significant effect on employee performance. It can be interpreted that OCB is a significant factor in improving employee performance, especially employees of the Food Security, Agriculture, and Fisheries Office of Probolinggo City. Organizational Citizenship Behavior (OCB) is an individual characteristic that not only includes the ability and willingness to do basic tasks but also willing to do extra

tasks such as the willingness to carry out cooperation with fellow employees, likes to help, advise, contribute actively, provide extra services to service users, and is willing to use their work time effectively. The results of this study are consistent with the research findings (Lay *et al.*, 2020; Mohyi, 2021; Oktavia *et al.*, 2020; Triani *et al.*, 2020) who concluded that Organizational Citizenship Behavior (OCB) has a significant effect on employee performance.

Organizational Commitment and Motivation have a significant effect on Employee Performance through Organizational Citizenship Behavior. Organizational commitment describes how members of an organization relate themselves to their organization. It refers to the level of obedience, emotional attachment, and loyalty shown by members of the organization. High commitment can motivate people to participate in OCB. OCB is a prosocial behavior that is not a person's duty or responsibility but deserves respect if it is carried out by members of the organization to support organizational goals. This OCB habit will improve the overall performance of the organization. Research (Rembet *et al.*, 2020) which shows the indirect influence that occurs between the roles of organizational commitment to employee performance mediated by OCB shows a significant influence. Like organizational commitment, high motivation can improve employee performance through OCB. More motivated employees participate in prosocial behaviors such as helping their coworkers, participating in organizational activities outside of working hours, and promoting organizational culture and values. This behavior will improve the overall performance of the organization. Therefore, organizational commitment and motivation have a significant effect on employee performance through OCB. This was also found through research (Widarko & Anwarodin, 2022) stating that OCB can mediate the influence of work motivation variables on employee performance. Aligned with (Jufrizen & Hutasuhut, 2022; Suhartini & Nurlita, 2019) it proves that there is an indirect influence between motivation on employee performance through OCB.

VI. CONCLUSION AND ADVICE

Employees of the Food Security, Agriculture, and Fisheries Office of Probolinggo City can increase their organizational citizenship behavior by showing strong organizational commitment and high work motivation. Employees of the Probolinggo City Food Security, Agriculture, and Fisheries Office are recognized to perform better when they have a strong organizational commitment and high levels of motivation. The employee or employees will perform at their highest level the better the OCB conduct is. At the Food Security, Agriculture, and Fisheries Office of Probolinggo City, organizational citizenship behavior mediates between organizational commitment and job motivation with employee performance.

In order to increase organizational commitment and work motivation through organizational citizenship behavior (OCB), the Food Security, Agriculture, and Fisheries Office of Probolinggo City is advised to continue improving the performance of its staff by attending to the needs and contributing factors associated with these variables. It is anticipated that the next researcher will conduct study

using additional variables to identify characteristics that might enhance employee performance using various research methodologies.

Attachment

1. Instrument Validity, Reliability, and Descriptive Test Results

Variables and indicators	Instrument's code	Correlation coefficients	Reliability coefficients	Mean	
Employees Performance (Y2)			0,954	3,87	
Quality of Work (Y2.1)	Y2.1.1	0,804		3,87	3,84
	Y2.1.2	0,797		3,81	
Quantity of work (Y2.2)	Y2.2.1	0,844		3,86	3,85
	Y2.2.2	0,809		3,95	
	Y2.2.3	0,802		3,73	
Timeliness (Y2.3)	Y2.3.1	0,797		3,88	3,91
	Y2.3.2	0,827		3,95	
	Y2.3.3	0,799		3,89	
Cooperation Capability (Y2.4)	Y2.4.1	0,81		4,06	4,04
	Y2.4.2	0,812		4,01	
Presence (Y2.5)	Y2.5.1	0,804		3,54	3,73
	Y2.5.2	0,797		3,81	
	Y2.5.3	0,806		3,85	
Organizational Citizenship Behavior (Y1)			0,958	4,07	
Altruism (Y1.1)	Y1.1.1	0,831		4,202	4,11
	Y1.1.2	0,867		4,190	
	Y1.1.3	0,793		3,940	
Conscientiousness (Y1.2)	Y1.2.1	0,834		4,298	4,02
	Y1.2.2	0,796		3,595	
	Y1.2.3	0,814		4,167	
Sportsmanship (Y1.3)	Y1.3.1	0,804		3,929	4,12
	Y1.3.2	0,823		4,274	
	Y1.3.3	0,823		4,155	
Courtesy (Y1.4)	Y1.4.1	0,808		4,119	4,21
	Y1.4.2	0,822		4,226	
	Y1.4.3	0,811		4,286	
Civic Virtue (Y1.5)	Y1.5.1	0,833		4,012	3,91
	Y1.5.2	0,796		3,810	
Work Motivation(X2)			0,957	3,90	
Physiological Needs (X2.1)	X2.1.1	0,796		4,05	3,96
	X2.1.2	0,733		3,86	
	X2.1.3	0,781		3,99	
Safety and Security (X2.2)	X2.2.1	0,836		3,71	3,87
	X2.2.2	0,739		3,93	
	X2.2.3	0,816		3,96	
Social Needs (X2.3)	X2.3.1	0,85		4,01	3,85
	X2.3.2	0,862		3,68	
The Need for Awards (X2.4)	X2.4.1	0,801		3,98	3,87
	X2.4.2	0,808		3,87	
	X2.4.3	0,893		3,75	
Aktualisasi Diri (X2.5)	X2.5.1	0,883		3,98	3,96
	X2.5.2	0,799		3,95	
Organizational Commitment (X1)			0,930	3,65	
Affective Commitment (X1.1)	X1.1.1	0,831		3,60	3,67
	X1.1.2	0,819		3,65	
	X1.1.3	0,823		3,76	
Normative commitment (X1.2)	X1.2.1	0,835		3,88	3,95
	X1.2.2	0,82		4,02	
Continuance Commitment (X1.3)	X1.2.3	0,825		3,33	3,33
	X1.2.4	0,833		3,30	

	X1.2.5	0,832		3,37	
--	--------	-------	--	------	--

2. Variables, Indicators, and Instruments

Variable	Indicators	Statement Item
Organizational Commitment (X1)	a. Affective Commitment (X1.1)	1) Nice to spend the rest of your career in the organization
		2) It's good to talk about the organization with friends outside
		3) Feel part of the organizational family
	b. Normative commitment (X1.2)	4) Employees must be loyal to the organization
		5) Loyalitas penting dimiliki oleh pegawai
	c. Continuance Commitment (X1.3)	6) Don't want to quit the organization
		7) Feeling heavy leaving the organization
		8) Consequences of finding another job if <i>you resign</i>
Work Motivation (X2)	a. Physiological Needs (X2.1)	1) Salary As Needed
		2) Opportunity to take breaks while working
		3) Holiday opportunities and leave according to the provisions
	b. Safety and Security Needs (X2.2)	4) Comfortable workspace
		5) Insurance coverage
		6) Old age guarantee
	c. Social Needs (X2.3)	7) Mutual respect for fellow employees
		8) Superiors act fairly toward subordinates
	d. The Need for Awards (X2.4)	9) Rewarding employees for good performance
		10) Granting positions/positions suitable for outstanding employees
		11) The attention of superiors to the work of employees
	e. Self-Actualization (X2.5)	12) Try your best to get the job done
		13) Bangga pada pengakuan organisasi akan pekerjaan yang diselesaikan
Organizational Citizenship Behavior (Y1)	a. <i>Altruism (Y1.1)</i>	1) Willing to help colleagues who have work problems
		2) Willing to help new employees get on board
		3) Willing to help complete the work of colleagues
	b. <i>Conscientiousness (Y1.2)</i>	4) Always try to comply with the rules
		5) Willing to work beyond time
		6) Be honest at work
	c. <i>Sportsmanship (Y1.3)</i>	7) Don't like to complain
		8) Not finding fault with the organization
		9) Do not exaggerate problems beyond the authority
	d. <i>Courtesy (Y1.4)</i>	10) Always consider the impact of actions taken
		11) Maintain good relationships with colleagues
		12) Do not interfere with the rights of other employees
	e. <i>Civic Virtue (Y1.5)</i>	13) Attempt to update good records in the organization
		14) Attend every meeting
Employee Performance (Y2)	a. Quality of Work (Y2.1)	1) Quality-assured work results
		2) Satisfactory work results
	b. Quantity of work (Y2.2)	3) Able to achieve work targets
		4) Can meet workloads
		5) Can work beyond the specified work volume
	c. Timeliness (Y2.3)	6) Get work done faster
		7) Able to follow the rhythm of work doing routine tasks
		8) Able to follow the rhythm of work doing sudden tasks
	d. Cooperation Capability (Y2.4)	9) Teamwork ability
		10) Teamwork clarifies each employee's role
	e. Presence (Y2.5)	11) Attendance works on time
		12) Absent only for things of a very important nature
		13) Always go home according to the specified working hours.

REFERENCES

- Adha, Y., Respati, H., & Nasir, M. (2022). The

Role of Performance, Motivation, Work Discipline and Organizational Culture in the Indonesian Air

- Force. *Cross Current Int J Econ Manag Media Stud*, 4(5), 161-168. DOI: 10.36344/ccijemms.2022.v04i05.011
- Andreas, D. (2022). Employee Performance: The Effect Of Motivation And Job Satisfaction. *PRODUKTIF: Jurnal Kepegawaian Dan Organisasi*, 1(1), 28-35. <https://doi.org/10.46729/ijstm.v3i2.481>
 - Arina, A. M., Nelwan, O. S., & Pandowo, M. H. C. (2021). Analisis Faktor-Faktor Yang Mempengaruhi Organizational Citizenship Behavior (Ocb) Pada Pt Trimix Perkasa Bitung. *Jurnal Manajemen, Fakultas Ekonomi Dan Bisnis*, 9(3), 79-89.
 - Badaruddin. (2022). Economics and Digital Business Review Efek Kompensasi, Motivasi, Budaya Organisasi dan Komitmen Organisasi terhadap Organizational Citizenship Behavior. *Economics and Digital Business Review*, 3(2), 146-161.
 - Carolina, N., Sumarsono, T. G., & Setyadi, M. C. S. (2021). The Influence Of Motivation, Work Satisfaction And Work Environment Towards Performance Employee Of Limited Liability Company Anugerah Bara East Borneo. *IOSR Journal of Business and Management (IOSR-JBM)*, 23((1(V))), 12-19. <https://doi.org/10.9790/487X-2301051219>
 - Dame, B., Rumawas, W., & Waworundeng, W. (2021). Pengaruh disiplin kerja, komitmen organisasional dan motivasi kerja terhadap kinerja karyawan Bank Prisma Dana Sulawesi Utara. *Jurnal Administrasi Bisnis*, 11(2), 77-84. <https://ejournal.unsrat.ac.id/index.php/jab/article/view/35566/0>
 - Dewanti, R. L., Tarigan, B., & Wijayanti, L. E. (2021). Pengaruh Komitmen Organisasi, Lingkungan Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan. *The 2 Nd Widyagama National Conference on Economics and Business (WNCEB 2021) Universitas Widyagama Malang, Wnceb*, 325-336. <http://publishing-widyagama.ac.id/ejournal-v2/index.php/WNCEB>
 - Felicia, A. (2017). Pengaruh komitmen organisasional terhadap organizational citizenship behavior di hotel gunawangsa manyar surabaya. *Jurnal Hospitality Dan Manajemen Jasa*, 5(2), 473-485.
 - Firmansyah, D., Andiani, N. Y., Pranajaya, E., & Setiawan, T. (2021). Dampak Dari Motivasi Kerja, Beban Kerja, Komitmen Organisasional Dan Diversity Pegawai Terhadap Kinerja Pegawai (Studi Pada Upk Dbm Lengkong Sukabumi). *SULTANIST: Jurnal Manajemen Dan Keuangan*, 9(1), 14-24. <https://doi.org/10.37403/sultanist.v9i1.227>
 - Goller, I., & Dewi, I. G. A. M. D. (2020). Pengaruh Kecerdasan Emosional, Komitmen Organisasional, Dan Budaya Organisasi Terhadap Organizational Citizenship Behavior. *E-Jurnal Manajemen Universitas Udayana*, 9(7), 2810-2829. <https://doi.org/https://dx.doi.org/10.24843/ejmunud.2020.v09.i07.p17>
 - Habib, S., Jannang, A. R., & Soleman, M. M. (2022). Pengaruh Komitmen Organisasional dan Motivasi Kerja terhadap Kinerja Pegawai Badan Kepegawaian Daerah Provinsi Maluku Utara Melalui Disiplin Kerja. *Jurnal Ilmiah Wahana Pendidikan*, 8(12), 569-585.
 - Hajiali, I., Fara Kessi, A. M., Budiandriani, B., Prihatin, E., Sufri, M. M., & Sudirman, A. (2022). Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction and Employee Performance. *Golden Ratio of Human Resource Management*, 2(1), 57-69. <https://doi.org/10.52970/grhrm.v2i1.160>
 - Hariyanto, H., Indrawati, M., & Muninghar, M. (2021). Pengaruh Budaya Organisasi, Komitmen Organisasi Dan Motivasi Kerja Terhadap Kepuasan Kerja Dan Kinerja Karyawan Rs Aisyiyah Bojonegoro. *Jurnal Mitra Manajemen*, 5(4), 277-289. <https://doi.org/10.52160/ejmm.v5i4.530>
 - Haryanto, A. T., & Dewi, S. N. (2020). Peran Kepemimpinan Efektif Dan Kedisiplinan Terhadap Komitmen Organisasi Dan Motivasi Maslow Pada Kinerja Tugas Guru di Sekolah Dasar. *Jurnal Basicedu*, 4(4), 801-812. <https://doi.org/10.31004/basicedu.v4i4.448>
 - Indra Bagus Wijaya. (2018). Pengaruh Komitmen Organisasi Dan Motivasi Terhadap Organizational Citizenship Behavior (Ocb) Perawat Rsud Panembahan Senopati Bantul. *Photosynthetica*, 2(1), 1-13. <http://link.springer.com/10.1007/978-3-319-76887-8%0Ahttp://link.springer.com/10.1007/978-3-319-93594-2%0Ahttp://dx.doi.org/10.1016/B978-0-12-409517-5.00007-3%0Ahttp://dx.doi.org/10.1016/j.jff.2015.06.018%0Ahttp://dx.doi.org/10.1038/s41559-019-0877-3%0Aht>
 - Inoprasetya, P., & Nurhasanah, N. (2021). Kompetensi, Komitmen Organisasi, dan Motivasi terhadap Kinerja Karyawan Verbasar Perum Peruri Karawang. *BALANCE: Economic, Business, Management and Accounting Journal*, 18(1), 77. <https://doi.org/10.30651/blc.v18i1.6477>
 - 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. <https://doi.org/10.32535/jicp.v5i2.1682>
 - Lay, Y., Ronni Basana, S., & Wiliater Soaloon Panjaitan, T. (2020). The Effect of Organizational Trust and Organizational Citizenship Behavior on Employee Performance. *SHS Web of Conferences*, 76, 01058. <https://doi.org/10.1051/shsconf/20207601058>
 - Manzoor, F., Wei, L., & Asif, M. (2021). Intrinsic Rewards and Employee's Performance With the

- Mediating Mechanism of Employee's Motivation. *Frontiers in Psychology*, 12(July), 1–13. <https://doi.org/10.3389/fpsyg.2021.563070>
- Mathis, R. L., & Jackson, J. H. (2012). *Human Resource Management*. Jakarta:Salemba Empat.
 - Mohyi, A. (2021). The Effect of Emotional Intelligence, Organizational Commitment and Organizational Citizenship Behavior on Employee Performance. *Journal of International Conference Proceedings*, 3(4), 84–95. <https://doi.org/10.32535/jicp.v3i4.1013>
 - Nguyen, H. M., & Ngo, T. T. (2020). Psychological capital, organizational commitment and job performance: A case in Vietnam. *Journal of Asian Finance, Economics and Business*, 7(5), 269–278. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO5.269>
 - Noor, H. M. T. (2017). Pengaruh Pelatihan, Komunikasi Dan Kecerdasan Emosional Terhadap Kinerja Pegawai (Studi Kasus Dinas Kependudukan dan Pencatatan Sipil Kabupaten Kotawaringin Timur). *Profit (Jurnal Penerapan Ilmu Manajemen Dan Kewirausahaan)*, 2(1), 53–62.
 - Nurwisda, D., Suciningtyas, S., & Susidin. (2022). The Influence of Work Motivation, Compensation and Organizational Culture On Organizational Commitment Through Job Satisfaction As A Mediating Variable. *Return: Study of Management, Economic and Bussines*, 1(4), 162–168. <https://doi.org/10.30829/jombi.v4i01.11913>
 - Oktavia, V., Ali, A., & Kadarningsih, A. (2020). The Role of OCB as a Mediator in Improving Employees Performance. *Benefit: Jurnal Manajemen Dan Bisnis*, 5(2), 123–134. <https://doi.org/10.23917/benefit.v5i2.11087>
 - Pusparani, M., Amin, S., & Ali, H. (2021). the Effect of Work Environment and Job Satisfaction on Employee Performance With Organizational Commitment As an Intervening Variable At the Department of Population Control and Family Planning Sarolangun Regency. *Dinasti International Journal of Management Science*, 3(2), 202–219. <https://doi.org/10.31933/dijms.v3i2.1016>
 - Putra, R. A., & Candana, D. M. (2020). Pengaruh Motivasi Organisasi dan Komitmen terhadap Kinerja Karyawan dengan Organizational Citizenship Behavior (OCB) sebagai Variabel Intervening pada Karyawan Rumah Sakit Umum Daerah (RSUD) Dr. Muhammad Zein Painan. *Jurnal Ekonomi Manajemen Sistem Informasi*, 2(1), 107–116. <https://doi.org/10.31933/JEMSI>
 - Rahayu, E. S. (2017). Pengaruh Komitmen Organisasi Terhadap Organizational Citizenship Behavior dan Kinerja Karyawan (Studi Pada Karyawan Medik Rumah Sakit Fathma Medika Gresik). *Jurnal Administrasi Bisnis*, 52(1), 138–145.
 - Rembet, G. A., Firdiansjah, A., & Sutriswanto. (2020). The Effect of Organizational Commitment and Employee Engagement towards Employee Performance through Organization Citizenship Behaviors. *International Journal of Advances in Scientific Research and Engineering*, 06(09), 07–13. <https://doi.org/10.31695/ijasre.2020.33869>
 - Renata, I., Esmeralda, E., Veronika, V., & Khairani, R. (2021). Pengaruh Kepuasan Kerja, Motivasi Kerja, Dan Komitmen Organisasional Terhadap Kinerja Karyawan Di Pt. Indomas Mitra Teknik. *Jurnal Manajemen Terapan Dan Keuangan*, 10(03), 581–591. <https://doi.org/10.22437/jmk.v10i03.13257>
 - Saraswati, K., & Hakim, G. (2019). Pengaruh Komitmen Organisasi Terhadap Organizational Citizenship Behavior Pada Dinas Pendidikan Kabupaten Malang. *Jurnal Sains Psikologi*, 8(2), 238–247. <https://doi.org/10.17977/um023v8i22019p238>
 - Shin, Y., & Hur, W. (2021). When do job-insecure employees keep performing well? The buffering roles of help and prosocial motivation in the relationship between job insecurity , work engagement , and job performance. *Journal of Business and Psychology*, 36, 659–678. <https://doi.org/https://doi.org/10.1007/s10869-020-09694-4>
 - Suhartini, S., & Nurlita, D. E. (2019). The Effect of Public Service Motivation on Employee Performance with Organizational Citizenship Behavior and Job Satisfaction as its Intervening Variables. *Review of Integrative Business and Economics Research*, 8(4), 283–300. <https://doi.org/10.26487/hjbs.v1i4.284>
 - Triani, F., Halin, H., & Wadud, M. (2020). Effect of organizational citizenship behavior on employee performance at PT Surya Dermato Medica Palembang. *International Journal of Community Service & Engagement*, 1(1), 11–18. <https://journal.jis-institute.org/index.php/ijcse/article/view/75>
 - Trigunajasa, S., Sularso, R. A., & Titisari, P. (2018). Pengaruh Tipe Kepribadian Komitmen Organisasi Motivasi Terhadap Organization Citizenship Behavior (Ocb) Dan Kinerja Petugas Di Taman Wisata Alam Kawah Ijen. *Bisma*, 11(3), 297. <https://doi.org/10.19184/bisma.v11i3.6472>
 - Utama, S. W., & Hidajat, S. (2022). Motivasi Kerja, Disiplin Kerja, Dan Komitmenorganisasional Terhadap Kinerja Pegawai Pada Organisasi Sektor Publik. *Journal of Management and Bussines (JOMB)*, 4(2), 1391–1405. <https://doi.org/https://doi.org/10.31539/jomb.v4i2.4585>
 - Widarko, A., & Anwarodin, M. K. (2022). Work Motivation and Organizational Culture on Work Performance: Organizational Citizenship Behavior (OCB) as Mediating Variable. *Golden Ratio of*

Human Resource Management, 2(2), 123–138.
<https://doi.org/10.52970/grhrm.v2i2.207>

- Yuliati, Y. (2020). Motivasi Kerja, Kepuasan Kerja, Komitmen Organisasi, Dan Organizational Citizenship Behaviour (OCB). *Fokus Ekonomi : Jurnal Ilmiah Ekonomi*, 15(1), 183–200. <https://doi.org/10.34152/fe.15.1.183-200>
- Yusuf, R. M., & Syarif, D. (2018). *Komitmen Organisasi*. Nas Media Pustaka.
- Zochriba, Devis Maulidy, Respati, H., & Firdiansjah, A. (2020). The Impact of Organizational Culture and Leadership on Employee Performance with Commitment Organization as Mediation, Pt Indolakto Indonesia. *East African Scholars Journal of Economics, Business and Management*, 3(9), 716–722. <https://doi.org/10.36349/easjebm.2020.v03i09.002>