

THE EFFECT OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS AN INTERVENING VARIABLE AT PT. SRIBOGA MARUGAME UDON SUPERMALL KARAWACI

PENGARUH KEPUASAN KERJA TERHADAP KINERJA KARYAWAN DENGAN ORGANIZATIONAL CITIZENSHIP BEHAVIOR SEBAGAI VARIABEL INTERVENING PADA PT. SRIBOGA MARUGAME UDON SUPERMALL KARAWACI

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ABSTRACT

This study aims to determine and explain the effect of job satisfaction on organizational citizenship behavior at PT. Sriboga Marugame Udon Supermall Karawaci, to determine and explain the effect of organizational citizenship behavior (OCB) on employee performance, to determine and explain the effect of job satisfaction on employee performance, to determine and explain the effect of job satisfaction on employee performance with organizational citizenship behavior (OCB) as an intervening variable. This research is a quantitative study. The determination of the sample in this study used probability sampling techniques with simple random sampling techniques. The sample in this study was 50 employee respondents who worked at Supermall Karawaci. The data obtained were analyzed using the PLS (Partial Least Square) technique through Smart PLS software. The results of this study indicate that: 1) The results of the analysis show that Job Satisfaction has a significant effect on Employee Performance. 2) The results of the analysis show that Job Satisfaction has a significant effect on Organizational Citizenship Behavior. 3) The results of the analysis show that Organizational Citizenship Behavior has a significant effect on Employee Performance. 4) The results of the analysis show that Job Satisfaction has a significant effect on Organizational Citizenship Behavior through Employee Performance.

Keywords: Job Satisfaction, Employee Performance, Organizational Citizenship Behavior

ABSTRAK

Penelitian ini bertujuan untuk mengetahui dan menjelaskan pengaruh kepuasan kerja terhadap perilaku kewargaan organisasi (Organizational Citizenship Behavior/OCB) di PT. Sriboga Marugame Udon Supermall Karawaci, untuk mengetahui dan menjelaskan pengaruh perilaku kewargaan organisasi terhadap kinerja karyawan, untuk mengetahui dan menjelaskan pengaruh kepuasan kerja terhadap kinerja karyawan, serta untuk mengetahui dan menjelaskan pengaruh kepuasan kerja terhadap kinerja karyawan dengan perilaku kewargaan organisasi sebagai variabel intervening. Penelitian ini merupakan penelitian kuantitatif. Penentuan sampel dalam penelitian ini menggunakan teknik probability sampling dengan teknik simple random sampling. Sampel dalam penelitian ini adalah 50 responden karyawan yang bekerja di Supermall Karawaci. Data yang diperoleh dianalisis menggunakan teknik PLS (Partial Least Square) melalui perangkat lunak Smart PLS. Hasil penelitian ini menunjukkan bahwa: 1) Hasil analisis menunjukkan bahwa Kepuasan Kerja berpengaruh signifikan terhadap Kinerja Karyawan. 2) Hasil analisis menunjukkan bahwa Kepuasan Kerja berpengaruh signifikan terhadap Perilaku Kewargaan Organisasi. 3) Hasil analisis menunjukkan bahwa Perilaku Kewargaan Organisasi berpengaruh signifikan terhadap Kinerja Karyawan. 4) Hasil analisis menunjukkan bahwa Kepuasan Kerja berpengaruh signifikan terhadap Kinerja Karyawan melalui Perilaku Kewargaan Organisasi.

Kata kunci: Kepuasan Kerja, Kinerja Karyawan, Perilaku Kewargaan Organisasi

1. INTRODUCTION

Human resource management is not a new concept in the world of organizations, especially in the fields of production and marketing which are the main aspects for the success of a company. However, human resources remain a very important element to be considered in every company. For example, PT. Sriboga Marugame Udon Supermall Karawaci can run its operations effectively if it is able to combine the human resources it has with the potential and competence it has. This

combination allows the company to produce quality products and services, which can then be marketed successfully. The resources utilized by the company include labor, capital, and equipment or machinery owned. When these three elements are managed and run well, the company can more easily achieve its goals. In this context, human resources play a very important role as the company's main asset. With proper management, the company can optimize the potential of its employees to support the sustainability and growth of the business. Job satisfaction is a person's positive attitude towards their work that comes from their views or assessments of the working conditions they feel. According to Umar, job satisfaction refers to a person's feelings and assessments of their work, especially regarding how well the work meets their expectations, desires, and needs (Uma & Swasti, 2024). In other words, when someone feels that their work is in accordance with what they expect and want, they tend to feel satisfied with their work.

In today's competitive era, improving employee performance is an important priority for every organization. Employee performance is one of the key elements that determines the success of an organization. According to Fattah, employee performance is defined as the result of tasks assigned to an organization or institution (Nurdin et al., 2023). This means that employee performance reflects their achievement in carrying out the responsibilities and tasks that have been set by the organization. This performance includes how well employees are able to meet organizational expectations, both in terms of quality and quantity of work, as well as their ability to achieve set goals. Many factors influence performance, one of which is employee job satisfaction.

Organizational Citizenship Behavior (OCB) Refers to employee behavior that is not explicitly expected by the company and there is no direct imbalance given if they do so (Agustina et al., 2022). OCB includes voluntary actions that go beyond the formal responsibilities described in the job, such as helping coworkers, contributing to a positive work environment, and participating in activities that support the organization. Although these behaviors are not regulated in the employment contract, OCB has a significant impact on the overall effectiveness of the organization, as it helps strengthen teamwork, boost morale, and create a more harmonious work atmosphere.

This study aims to fill in the gaps in previous studies with the emphasis on the role of Organizational Citizenship Behavior (OCB) as an intervening variable between job satisfaction and employee performance. Understanding how job satisfaction affects performance through these extra-role behaviors is essential. In other words, this study seeks to investigate whether job satisfaction can contribute to improved employee performance and, if so, to what extent OCB can serve as a bridge in that relationship. The results of this

study are expected to not only provide clearer insights into these dynamics, but also produce practical recommendations for the management of PT Sriboga Marugame Indonesia. By understanding how to improve job satisfaction and develop OCB, companies can develop more effective strategies to improve overall employee performance.

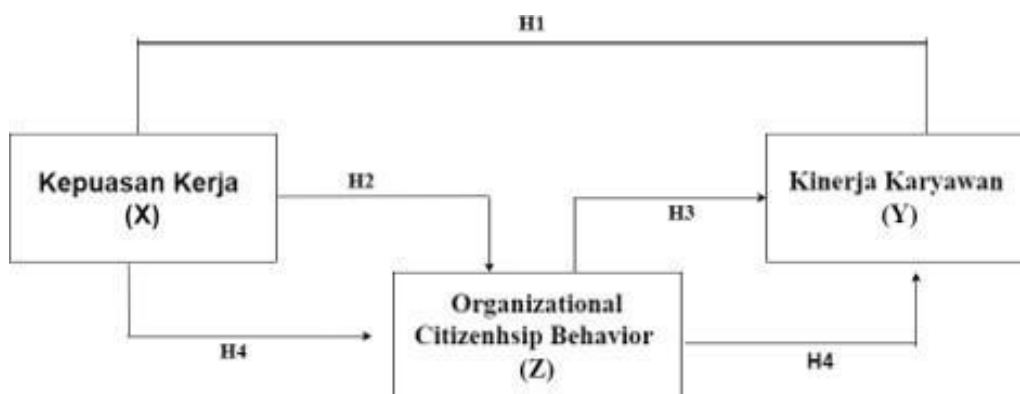
In 2014 - 2018, Marugame Udon & Tempura grew rapidly, as evidenced by the opening of 40 outlets spread across major cities in Indonesia. In connection with the many outlets spread across Indonesia, there are currently around 1000 employees working at Marugame Udon & Tempura. So this affects the diversity of employee job satisfaction and performance towards OCB.

The title of this study is "The Effect of Job Satisfaction on Employee Performance with Organizational Citizenship Behavior as an Intervening Variable at PT Sriboga Marugame Indonesia." This study will explore the relationship between the level of job satisfaction felt by employees and its impact on their performance, focusing on the role of Organizational Citizenship Behavior (OCB) as a factor that mediates the relationship. Through this study, it is expected to find ways to improve employee performance at PT Sriboga Marugame Indonesia by better understanding the dynamics between job satisfaction and voluntary behavior that supports organizational performance.

2. METHODS

This study uses a quantitative research method, quantitative research is research that uses numerical data (numbers) to test hypotheses or answer research questions (Sugiyono, 2022). The data sources used in this study are primary data and secondary data, primary data were collected through direct distribution of questionnaires and via Google Form to respondents in Indonesia.

Secondary data was obtained from books, journals, expert opinions, websites, and previous research that is relevant to the phenomenon being studied, used as a research reference. The population in this study were employees of PT. Sriboga Marugame Udon Supermall Karawaci. Therefore, the number of populations and samples in this study is 50 people. The sampling technique in this study is saturated sampling, because all members of the population are sampled. The data analysis methods used in this study include descriptive statistical analysis, SEM PLS analysis, outer model, validity test, reliability test, inner model, and hypothesis test. using SmartPLS V4.0 software as a data processing tool.



Picture 1. Conceptual framework**3. RESULTS AND DISCUSSION****Validity and Reliability Measurement**

Validity testing in research aims to ensure that the constructs measured in the model have a proper fit with the variables in question. In this study, validity testing was carried out by applying the construct validity method through convergent and discriminant analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM). Convergent validity is tested by looking at the Average Variance Extracted (AVE) value, where an AVE value above 0.50 indicates adequate convergent validity (Hair et al., 2014). Meanwhile, discriminant validity is tested using the Fornell-Larcker criteria and cross-loading to ensure that the constructs in the model do not overlap with each other.

1. Convergent Validity

The purpose of convergent validity in Partial Least Squares (PLS) in structural equation modeling is to prove the validity of the relationship between indicators and their latent variables. The criteria are that the loading factor value must be more than 0.7 for confirmatory research and between 0.6–0.7 for exploratory research, and the average variance inflation factor (AVE) value must be greater than 0.5 (Ghozali & Latan, 2021).

2. Discriminant Validity

Discriminant validity is related to the principle that there should not be a high correlation between different construct measures. The cross-loading value is a way to evaluate discriminant validity with reflective indicators. If the AVE root for each construct is greater than the correlation between the construct and other constructs in the model, then the model has sufficient discriminant validity. This value for each variable must be greater than 0.70 (Ghozali & Latan, 2021).

In addition to validity testing, this study also conducted a reliability test to prove that the instrument measures the accuracy, consistency, and precision of the construct. Composite Reliability and Cronbach's Alpha are two methods for evaluating the reliability of reflective constructs. To assess the reliability of the construct, the Rule of Thumb states that the Composite Reliability value must be greater than 0.70 (Ghozali & Latan, 2021). In addition, to ensure measurement stability, the indicators used must show high reliability values so that the measurement results can be relied on.

Based on the analysis conducted, the results of the validity and reliability tests in this study can be seen in detail in the table below. The data in the table will illustrate to what extent the research instrument meets the required validity and reliability standards, making it suitable for further analysis.

Table 1.
Validity Test Results

Variabel	Indikator	Loading Factor	Cut Value Loading factor	Hasil Uji
Kinerja Karyawan	X1.1	0.783	0.70	Valid
	X1.2	0.842	0.70	Valid
	X1.3	0.745	0.70	Valid
	X1.4	0.764	0.70	Valid
	X1.5	0.777	0.70	Valid
	X1.6	0.765	0.70	Valid
	X1.7	0.761	0.70	Valid
	X1.8	0.767	0.70	Valid
	X1.9	0.848	0.70	Valid
	X1.10	0.845	0.70	Valid
Kinerja Karyawan	Y.1	0,755	0.70	Valid
	Y.2	0,778	0.70	Valid
	Y.3	0,775	0.70	Valid
	Y.4	0,814	0.70	Valid
	Y.5	0,820	0.70	Valid
	Y.6	0,870	0.70	Valid
	Y.7	0,781	0.70	Valid
	Y.8	0,775	0.70	Valid
	Y.9	0,772	0.70	Valid
	Y.10	0,804	0.70	Valid
	Y.11	0,785	0.70	Valid
	Y.12	0,780	0.70	Valid

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	Y.13	0,827	0.70	Valid
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Organizational Citizenship Behavior	Z.1	0,819	0.70	Valid
	Z.2	0,818	0.70	Valid
	Z.3	0,745	0.70	Valid
	Z.4	0,764	0.70	Valid
	Z.5	0,814	0.70	Valid
	Z.6	0,904	0.70	Valid
	Z.7	0,851	0.70	Valid
	Z.8	0,745	0.70	Valid
	Z.9	0,854	0.70	Valid
	Z.10	0,827	0.70	Valid

As stated in the table above, the convergent validity test results show that all indicators for each variable have a value of more than 0.70. Thus, the data can be considered valid and suitable for use in further research.

The reliability test in this study aims to assess the extent to which the measuring instrument used in this study is reliable or trustworthy. The reliability test is to look at the composite reliability. Composite reliability tests the reliability value of indicators in a construct. The construct is declared reliable if the Composite reliability and Cronbach alpha values are 0.70.

Table 2.
Reliability Test Results

Variabel	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Batas	Hasil Uji
Kepuasan Kerja	0.933	0.943	0.70	Reliabel
Kinerja Karyawan	0.952	0.957	0.70	Reliabel
<i>Organizational Citizenship Behavior</i>	0.944	0.952	0.70	Reliabel

Validity and Reliability Testing of PLS Analysis Results

Based on the analysis using Partial Least Squares (PLS), as presented in the table above, it can be observed that all indicators in this study meet the convergent validity requirements. This is demonstrated by the loading factor values for all indicators being greater than 0.70, as well as the Average Variance Extracted (AVE) values for each construct exceeding the minimum threshold of 0.50. Thus, it can be concluded that all indicators used in this study have good convergent validity.

More specifically, the validity of each construct is indicated by the AVE and loading factor values as follows:

1. Job Satisfaction

- 1) Has an AVE value of 0.625, which significantly exceeds the minimum AVE threshold of 0.50.
- 2) The loading factor value for each indicator is greater than 0.70, which indicates that each indicator contributes strongly to the intended construct.
- 3) Therefore, all indicators in the Job Satisfaction construct are considered valid

2. Employee Performance

- 1) Has an AVE value of 0.633, which is also significantly higher than the 0.50 AVE threshold.
- 2) The loading factor values for each indicator exceed 0.70, suggesting that all indicators strongly contribute to the intended construct.
- 3) As a result, the Employee Performance construct is considered valid based on convergent validity criteria.

3. Organizational Citizenship Behavior

- 1) Has an AVE value of 0.665, which is higher than the minimum 0.50 AVE threshold.
- 2) The loading factor values for each indicator are also greater than 0.70, confirming that these indicators have a strong relationship with construction.
- 3) Thus, the construct Organizational Citizenship Behavior is considered valid based on the convergent validity test.

Additionally, a reliability test was conducted to ensure the consistency of the measurement results, using Composite Reliability and Cronbach's Alpha values. The results from Table 3 show that:

- The Composite Reliability values for all constructs exceed 0.70, indicating that the indicators within each construct have a high level of internal consistency.
- The Cronbach's Alpha values for each construct are also greater than 0.70, suggest that the questionnaire used has good reliability.

Based on these validity and reliability tests, it can be concluded that all constructs in this study meet the standards for convergent validity and demonstrate high reliability. Therefore, the questionnaire used can be

considered reliable and consistent, making it suitable for further analysis in this study.

Inner Model

The results of the Inner Model measurements can be seen in the Determination Coefficient (R Square) and Hypothesis Test below:

1. Determination Coefficient (R Square)

The coefficient of determination or R-square is used to measure how much the ability of the independent variable is in explaining the dependent variable. Ghozali & Latan (2021) state that the R-Square values of 0.75, 0.50, and 0.25 identify strong, moderate, and weak models, respectively (Hamid & Anwar, 2019).

Tabel 3.
Nilai R Square dan R Square Adjusted

Variabel	R Square	Adjusted R Square
Performance	0.615	0.598
Organizational Citizenship Behavior	0.523	0.513

Based on the results of the determination coefficient test above, the R² (R Square) value of the regression model is used to determine how much the independent variable is able to explain the dependent variable. From table 4.11 based on the results of the analysis, the R-Square value of the Employee Performance Variable is 0.615. This shows that the variability of Employee Performance can be explained by Job Satisfaction and OCB by 61.5%, which is included in the strong category. The results of the OCB variable analysis obtained an R-Square value of 0.523. This shows that the variability of OCB can be explained by Job Satisfaction by 52.3% that job satisfaction has a significant influence on organizational citizenship behavior, which is included in the moderate category.

2. Hypothesis Testing

Hypothesis testing in this study was conducted by comparing the t-table value with the t-count value. The comparison between t-count and t-table aims to determine whether there is a significant influence between the independent and dependent variables in this study.

The t-count value was obtained through the bootstrapping method, which was performed using SmartPLS software. This bootstrapping technique is used to address potential issues in the study, particularly related to the non-normality of data distribution. By applying bootstrapping, parameter estimation becomes more accurate and can be used to test hypotheses more reliably.

For the hypothesis testing stage, it refers to three stages, namely the path coefficient (original sample), t-statistic, and p-value. The following are the details of the provisions of each stage:

- In the path coefficient value (original sample) the results that have a +1 sign represent a strong influence between variables, and vice versa if the path coefficient value results have a - sign representing a value that does not have a strong effect between variables.
- A latent variable is declared to have an effect on other latent variables if the t- statistic value is > 1.98 . Meanwhile, the t-statistic value < 1.98 means that the latent variables tested cannot be said to have an effect.
- At a p-value that is less than 0.05, it is stated that one variable can affect another variable. Whereas a p-value greater than 0.05 states that one variable has no effect on the other.

Additionally, hypothesis testing was also conducted by analyzing the output path analysis generated by SmartPLS software. This path analysis output illustrates the relationship between independent and dependent variables and provides an overview of the direction and strength of the influence between variables in this study.

By using this method, the results of hypothesis testing can serve as a basis for decision-making regarding the validity of relationships between the studied variables, ensuring more accurate conclusions that align with the research objectives.

Table 4.
Results of Hypothesis Test

Variabel	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Conclusion
Job Satisfaction towards Employee Performance	0.411	0.400	0.138	2.987	0.003	H1 Accepted
Job Satisfaction on Organizational Citizenship Behavior	0.723	0.716	0.096	7.497	0.000	H2 Accepted
Organizational Citizenship Behavior on Employee Performance	0.434	0.444	0.149	2.917	0.004	H3 Accepted

Source: Processing with SmartPLS, 2025

4. DISCUSSIONS

4.1. The Effect of Job Satisfaction on Employee Performance

Based on the analysis output, it can be concluded that job satisfaction has a significant positive effect on employee performance, with a parameter coefficient of 0.411. This is indicated by the significance value of the P value of 0.003 (less than 0.05) and the T-statistic value of 2.987 (greater than the T-table of 1.96). This indicates that the better the Job Satisfaction, the Employee Performance tends to increase significantly.

This is in line with the results of Sari & Sutanto's (2019) research which shows that job satisfaction has a significant influence on employee performance. They found that employees who are satisfied with their working conditions and environment show increased productivity and better performance.

4.2. The Effect of Job Satisfaction on Organizational Citizenship Behavior

Based on the analysis output, it can be concluded that job satisfaction has a significant positive effect on Organizational Citizenship Behavior, with a parameter coefficient of 0.723. This is indicated by the significance value of the P value of 0.000 (less than 0.05) and the T-statistic value of 7.497 (greater than the T-table of 1.96). This indicates that the better the Job Satisfaction, the Organizational Citizenship Behavior tends to increase significantly.

Marlina and Pratama (2021), Amelia and Sari (2023) found that there is a significant positive relationship between job satisfaction and OCB. The results show that the higher the level of employee job satisfaction, the greater their tendency to demonstrate OCB behavior.

4.3. The Influence of Organizational Citizenship Behavior on Employee Performance

Based on the analysis output, it can be concluded that Organizational Citizenship Behavior has a significant positive influence on Employee Performance, with a parameter coefficient of 0.434. This is indicated by the significance value of the P value of 0.004 (smaller than 0.05) and the T-statistic value of 2.917 (greater than the T-table of 1.96). This indicates that the better the Organizational Citizenship Behavior, the Employee Performance tends to increase significantly.

The results of this study are in line with previous research conducted by Iqbal and Piwovar-Sulej (2023) which found that OCB has a significant influence on employee performance.

5. CONCLUSIONS

This study examines the effect of job satisfaction on employee performance with organizational citizenship behavior as an intervening variable at PT. Sriboga Marugame Udon Supermall Karawaci. Based on the results of the research

conducted by the researcher, it can be concluded that job satisfaction has a positive and significant effect on employee performance. Employee performance partially has a positive and significant effect on organizational citizenship behavior. Organizational citizenship behavior partially has a positive and significant effect on employee performance. Job satisfaction and Employee Performance simultaneously have a positive and significant effect on organizational citizenship behavior.

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