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## The Effect of Motivation and Job Satisfaction on Employee Performance with Organizational Citizenship Behaviour as a Mediating Variable at the Regional Research and Development Agency of East Tanjung Jabung Regency

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**Abstract:** The purpose of this study is to find out how employee performance is affected by job satisfaction and motivation, as well as organizational citizenship behavior a mediating variable at the Regional Research and Development Agency of East Tanjung Jabung Regency. The object of research in this study is the effect of motivation and job satisfaction on employee performance with organizational citizenship behavior as a mediating variable at the Regional Research and Development Agency of East Tanjung Jabung Regency. The methods used in this research are descriptive verification and quantitative methods. Based on the approach, it can be seen that the number of samples is 65 people. This study utilizes the way examination technique. According to the findings of the study, both job satisfaction and motivation at work have a significant impact on organizational citizenship behavior (OCB). Furthermore, work motivation and job satisfaction partially have a significant effect on organizational citizenship behavior (OCB). Work motivation and Job Satisfaction simultaneously have a significant effect on Performance. Furthermore, work motivation and job satisfaction partially have a significant effect on performance. Organizational citizenship behavior (OCB) partially has a significant effect on employee performance at Balitbangda East Tanjung Jabung Regency.

**Keywords:** Motivation, Job Satisfaction, OCB, Performance

### INTRODUCTION

Human asset the executives is fundamental to be applied in a company or organization, because it will increase good work behavior for the company, one of which is Organizational Citizenship Behavior (OCB) behavior. Organizational Citizenship Behavior (OCB) is an employee initiative to behave work outside of their primary duties in a specific job description that is done in order to help the success of the organization (Robbins, P., & Judge, 2017). According to (Amir, D. A., & Santoso, 2019), OCB is manifested in the behavior of easily providing assistance to others and complying with the provisions and work norms in

the organization. Classically, (Organ *et al*, 2006), the proposed five components of OCB include helping conduct (selflessness), additional work (uprightness), capacity to bear conditions (sportsmanship), great relations (civility), and obligation (city goodness). However, throughout its evolution, the OCB idea is utilized explicitly in the assistance business which is additional help arranged and has various aspects from those beforehand proposed (Organ *et al*, 2006), namely Service-Oriented Organizational Citizenship Behavior (OCBS).

Organizational citizenship behavior (OCB) in a company or organization is influenced by employee performance which has a dynamic nature, this can be seen in the conditions that exist within an employee. Ideal execution is something that an association needs to get high efficiency results. Hierarchical citizenship conduct (OCB) can likewise assist associations with working on their presentation and gain an upper hand for representatives to take care of business that goes past the proper work necessities required. so that the organization can benefit from its relationships (Jufrizen *et al*, 2020).

In an organization or association that has workers who have a good organizational citizenship behavior (OCB) attitude, it will support one's execution for the advancement of the organization. Authoritative citizenship conduct (OCB) can be carried out by a representative since there is a support from work inspiration, when an individual has a large also, great work inspiration, he will show great authoritative citizenship conduct (OCB) conduct in his work.

Inspiration overall is frequently defined as something that exists in an individual that can energize, enact, move and control the behavior of a person. It will be possible if there is strong motivation at work lead to action or action that leads to objectives and can fulfill the will of representatives contained in an association. This is upheld by past exploration led (Syahriani *et al*, 2017) communicated that work inspiration has a positive and basic influence on authoritative citizenship conduct (OCB). Whereas previous studies carried out by (Sugiarto, E., & Rusilowati, 2014), shows various outcomes, to be specific the impact of work inspiration adversely affects authoritative citizenship conduct (OCB). It is possible that at the point when somebody has great work inspiration, it will prompt work fulfillment so it encourages great organizational citizenship behavior (OCB) in the organization. Apart from the help of work inspiration, there are different elements that can influence authoritative citizenship conduct (OCB), in particular work fulfillment.

Work fulfillment is thought of to be the consequence of the representative's involvement with connection to his own qualities such as what he wants and expects from his work. With this, work fulfillment is a disposition of the individual and is input on his job. Upheld by past exploration directed by (Widayanti, R., & Farida, 2016), The result of his research is that there is a tremendous impact of occupation fulfillment on authoritative citizenship conduct (OCB).

Employee execution is an outcome accomplished by the representative in his occupation as per certain rules that apply to a specific work. With this, worker execution is exceptionally compelling on authoritative citizenship conduct (OCB).

This research will be conducted at the regional East's research and development agency Tanjung Jabung Regency, which is a regional apparatus organization formed since January 2017. This is regulated by existing regulations, namely Regional Regulation of East Tanjung Jabung Regency Number 6 of 2016 concerning the Formation and Composition of Regional Apparatus and Regulation of the Regent of East Tanjung Jabung Regency Number 31 of 2016 concerning the position, organizational structure, duties and functions and work procedures of regional apparatus. Balitbangda is a stand-alone agency as an improvement in the function of the East Tanjung Jabung Regency Balitbang office.

The development of the number of employees at Balitbangda East Tanjung Jabung Regency over the last 6 years from 2018-2023 tends to increase. However, there was a decrease in 2022 by 1 person. The increase in the number of employees from year to year is due to the human resource needs of the Balitbangda of East Tanjung Jabung Regency. The achievement of work programs must also be supported by human resources that meet the needs.

There are all employees of the Regional Innovative work Organization of East Tanjung Jabung Regency who receive salaries and BPJS Health. However, only civil servants receive TPP and Taspen, namely 39 people, but civil servants do not get BPJS Labor as received by PHTT employees with an average of 22 employees who receive it. For rewards or employees who win awards for work performance every year, there are 8 people. For PIM II training, only 1 employee participated in the training, namely in 2022. Then the number of employees who take part in PIM II training per year is 1 person, PIM IV training is 2 people, staffing technical guidance is 2 people, financial technical guidance is 3 people, planning technical guidance is 4 people and technical guidance on government internal control systems (SPIP) is 2 people.

Position promotions at Balitbangda during 2018-2022 averaged only 1 time per year. Then family gathering is carried out 2 times per year, dharmawanita 12 times per year, year-end reflection only 1 time per year and religious holidays are carried out 6 times per year. There should be other activities that can increase employee job satisfaction.

The number of employees at the Regional Research and Development Agency of East Tanjung Jabung Regency in 2022 was 65 people. However, of these 65 people who are active in working only 28 people, while 21 other people are less active and 16 other people are not active in working. So it can be said that Balitbangda employees of East Tanjung Jabung Regency have low organizational citizenship behavior (OCB). The achievement of employee performance of the Regional Research and Development Agency of East Tanjung Jabung Regency in each activity program at Balitbangda of East Tanjung Jabung Regency from 2018 to 2022 continues to reach the 100% target. However, when viewed based on employee performance targets (SKP) each employee is not evenly distributed.

Employee performance at Balitbangda from 2018 to 2022 is on average in the good category, as many as 39 people have good performance. Then as many as 14 people have sufficient performance, but there are still poor performance, namely 8 people. Based on the performance category owned by employees, it shows that the employee performance targets (SKP) for each employee are uneven, there are still some employees who have poor performance.

To clarify this research, the authors formulate the following problems, namely: 1) How is work motivation, job satisfaction, organizational citizenship behavior (OCB) and employee performance at Balitbangda East Tanjung Jabung Regency, 2) How is the direct and indirect influence between work motivation and job satisfaction on organizational citizenship behavior (OCB) on employees of the Regional Research and Development Agency of East Tanjung Jabung Regency.

## **METHOD**

The methods used in this research are descriptive verification and quantitative methods. Menurut (Sugiyono, 2017), verification method is an examination technique through evidence to test the speculation of illustrative exploration results with factual estimations so the consequences of the verification are gotten which shows the speculation is dismissed or acknowledged. Meanwhile, quantitative can be deciphered as an examination strategy in view of the way of thinking of positivism, used to explore on specific populaces or tests, inspecting procedures are by and large randomized, information assortment utilizes research

instruments, information examination is quantitative/measurable determined to test predetermined hypotheses. The analytical tool used is path analysis. There are several reasons that cause path analysis to be used in a study. (Ghozali, 2018), said in building a path diagram, the relationship between constructs is shown by a line with one arrow that shows the causality (regression) relationship from one construct to another. The line with two arrows shows the correlation or covariance relationship between constructs. A simple correlation relationship between two constructs can be described as the sum of the compound path of the causality relationship.

## RESULTS AND DISCUSSION

**Testing the first hypothesis is an overview of work inspiration, work fulfillment, hierarchical citizenship conduct (OCB) and representative execution at Balitbangda East Tanjung Jabung Regency.**

This first test is to test the first hypothesis, Work motivation (X1), Job Satisfaction (X2), Organizational citizenship behavior (OCB) (Y) and employee performance (Z) Balitbangda East Tanjung Jabung Regency. The aftereffects of the study should be visible in the following table:

**Table 1. Descriptive Analysis Results Per Variable**

No	Variable	Total Score	Range	Hypothesis Result	Total Score
1	Work motivation	3.580	3.094 – 3.821	High	Accepted
2	Job satisfaction	2.399	1.989 – 2.456	High	Accepted
3	Organizational citizenship behavior (OCB)	2.397	2.210 – 2.729	High	Accepted
4	Employee performance	3.609	3.094 – 3.821	High	Accepted

Source: Processed Data, 2023

From table 1, it can be illustrated that work motivation (X1), job satisfaction (X2), organizational citizenship behavior (OCB) (Y) and employee performance (Z) at Balitbangda Tanjung Jabung Timur Regency all of these variables are categorized as "high" so that the hypothesis is accepted.

## Path Structure Analysis I

Structure I path analysis used to answer objective 2 was carried out by testing Statistical Product and Service Solution (SPSS) Version 22. Furthermore, to find out the path coefficient of work inspiration and Job Satisfaction on organizational citizenship behavior (OCB) can be seen in the following table:

**Table 2. Path Coefficient Results of Work Motivation and Job Satisfaction Variables on Organizational Citizenship Behavior (OCB)**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
(Constant)	2,839	1,136			2,500	,015		
X1	,650	,100	,503		6,482	,000	,251	3,977
X2	,344	,055	,483		6,232	,000	,251	3,977

a. Dependent Variable: Y

Source: Processed Data, 2023

Table 2 shows that the path coefficient value for work motivation is 0.503 and Job Satisfaction is 0.483. Furthermore, to determine the error determination value, it can be seen in the following table:

**Table 3. Results of the Determinant Coefficients of Work Motivation and Job Satisfaction Variables on (OCB) Model Summary<sup>b</sup>**

Model	R					Change Statistics				
	R	R Square	Adjusted R Square	Std. Error of the Estimate	Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	,952 <sup>a</sup>	,906	,903	1,98129	,906	299,744	2	62	,000	,839

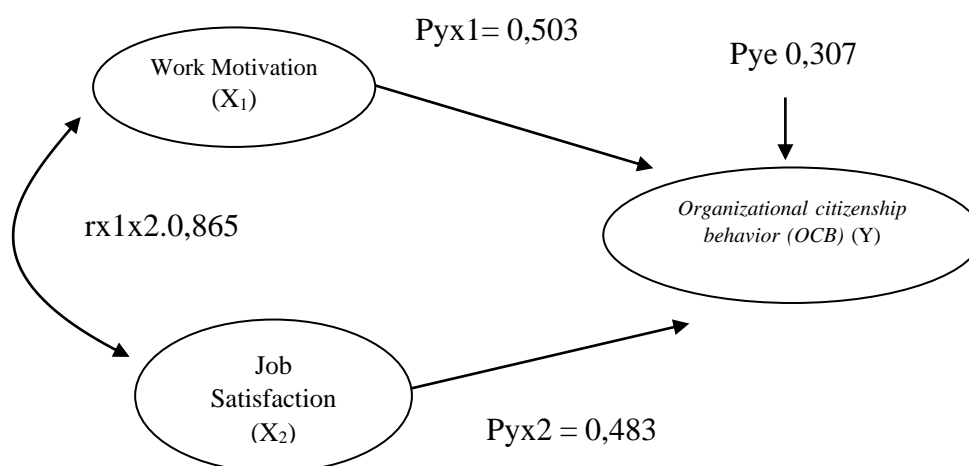
a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Processed Data, 2023

Table 3 shows the Rsquare value of 0.906. To find out the error value of determination is  $\sqrt{1 - 0.906}$ , so the error value of determination is 0.307. In view of the table above, it very well may be seen the acquisition of the path coefficient results on the variables of work motivation (X1) and job satisfaction (X2) on organizational citizenship behavior (OCB) (Y) which can be seen in the following figure:

**Image 1. Path Analysis of Substructure I**



**Tabel 4. Recapitulation of the effect of work motivation and job satisfaction directly and indirectly on Organizational Citizenship Behavior (OCB)**

No	Variable	Direct	Indirect		Sub Total
			X <sub>1</sub>	X <sub>2</sub>	
1	Work motivation (X1)	25,3%	-	21%	46,3%
2	Job satisfaction (X2)	23,3%	21%	-	44,3%
	The influence of X1, X2				90,6%
	The influence of other variables				9,4%
	Error determination value $\sqrt{1 - 0,906}$				0,307

Source: Processed Data, 2023

From the analysis results, it is evident that Work Motivation and Job Satisfaction contribute 90.6% to Organizational Citizenship Behavior (OCB).



## Path analysis II

Path analysis II is used to answer purpose 3 conducted with testing Factual Item and Administration Arrangement (SPSS) Form 22. Thus, to determine the magnitude of the contribution and the distribution between the coefficient values of the path analysis on the variables Work Motivation (X1), Job Satisfaction (X2) towards Performance (Z), can be sought and differentiated into several parts, including the following:

**Table 5. Path Coefficient Results of Work Motivation and Job Satisfaction Variables on Performance**  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
(Constant)	-14,914	1,817		-8,208	,000		
X1	2,026	,160	,728	12,628	,000	,251	3,977
X2	,418	,088	,273	4,741	,000	,251	3,977

a. Dependent Variable: Z

Source: Processed Data, 2023

Table 5 shows that the path coefficient value for work motivation is 0.728 and for Job Satisfaction is 0.273. Furthermore, to determine the error of determination value, it can be seen in the following table:

**Table 6. Results of Determinant Coefficients of Work Motivation and Job Satisfaction Variables on Performance**  
Model Summary<sup>b</sup>

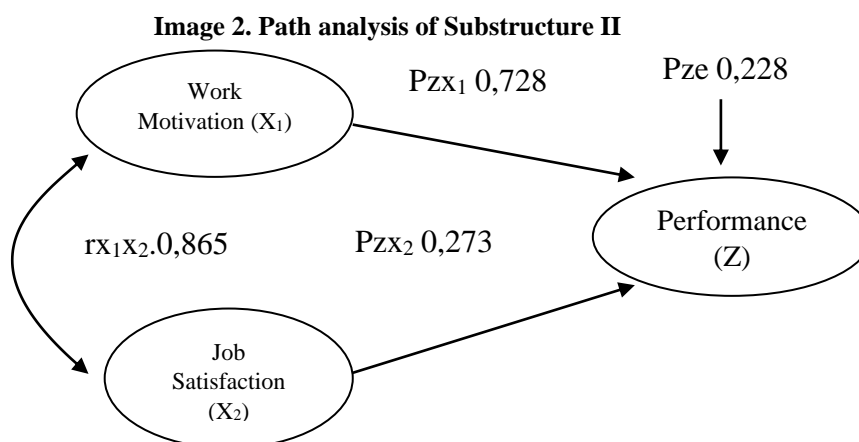
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	,974 <sup>a</sup>	,948	,947	3,17011	,948	567,819	2	62	,000	,397

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Z

Source: Processed Data, 2023

Table 6 shows an R-square value of 0.948. To determine the error of determination, it is  $\sqrt{(1 - 0.948)}$ , so the error of determination is 0.228. In light of the table over, the aftereffects of the path coefficient for the variables Work Motivation (X1) and Job Satisfaction (X2) towards Performance (Z) can be seen in the following figure:



Based on the calculation of the path coefficient, the following table can be created:

**Table 7. Summary of the Direct and Indirect Influence of Work Motivation and Job Satisfaction on Employee Performance in the Regional Development Planning Agency of Tanjung Jabung Timur District**

No	Variable	Direct	Indirect		Sub total
			X <sub>1</sub>	X <sub>2</sub>	
1	Work motivation (X1)	53%	-	17,2%	70,2%
2	Job Satisfaction (X2)	7,5%	17,2%	-	24,6%
	Effect of X1, X2				94,8%
	Effect of Other Variables				5,6%
	Determination Error Value $\sqrt{1 - 0,948}$				0,228

Source: Processed Data, 2023

From the results of the analysis conducted, it can be seen that work motivation and job satisfaction have a contribution of 94.8% to performance.

### Path Analysis Sub Structure III

After knowing the calculation of sub structure II, the next step can be analyzed sub structure III in the path analysis coefficient. Where, the acquisition of value in the path analysis of structure III is obtained from the aftereffects of computations which should be visible in the table as follows:

**Table 8. Results of the Path Coefficient of Organizational Citizenship Behavior (OCB) Variables on Employee Performance (Z)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-18,522	2,608		-7,101	,000
	Y	2,038	,088	,943	23,260	,000

a. Dependent Variable: Z

Source: Processed Data, 2023

Table 8 shows that the path coefficient value of organizational citizenship behavior (OCB) is 0.943. Furthermore, to find out the error value of determination can be seen in the following table:

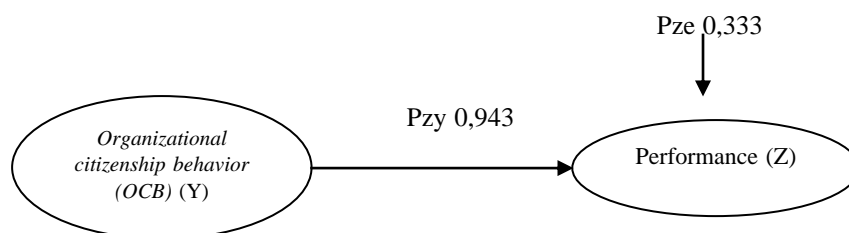
**Table 9. Results of the Coefficient of Determination of Organizational Citizenship Behavior (OCB) Variables on Employee Performance (Z)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,943 <sup>a</sup>	,892	,889	4,46378

a. Predictors: (Constant), Y

Source: Processed Data, 2023

Table 9 shows the Adjusted Rsquare value of 0.889. To find out the error value of determination is  $\sqrt{(1 - 0.889)}$ , so the error value of determination is 0.333


**Figure 3. Path Analysis of Sub Structure III**

Based on the calculation of the path coefficient, the following table is made:

**Table 10. Recapitulation of the Direct Effect of Organizational citizenship behavior (OCB) on Performance**

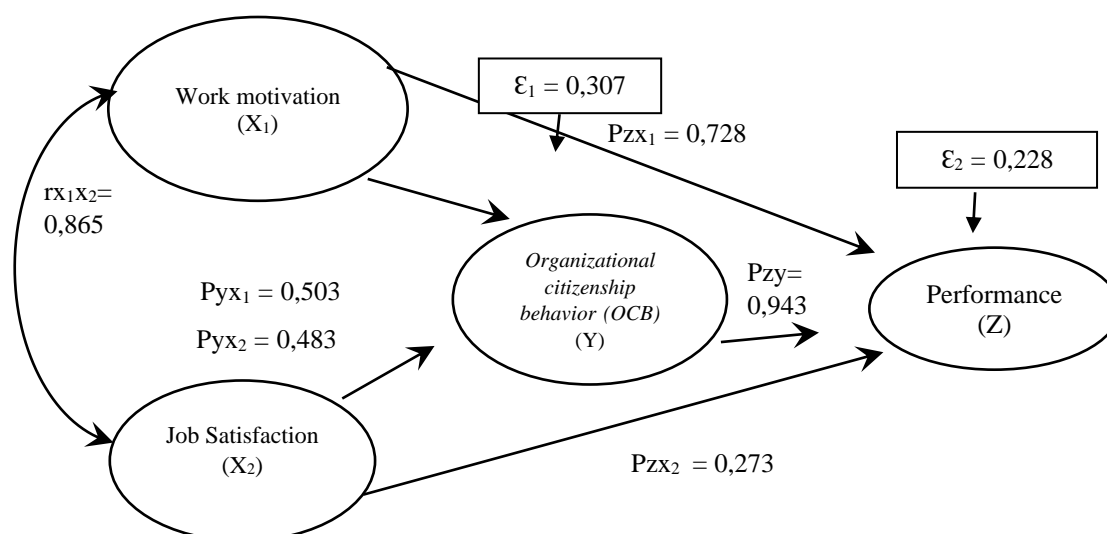
Variable	Direct (Z)	Sub total	Total
<i>Organizational citizenship behavior (OCB)</i>	88,9%	88,9%	88,9%
Influence $Y \Rightarrow Z$			88,9%
Influence of Other Variables			11,1%
Rate Determination Error $\sqrt{1 - 0,889}$			0,333

Source: Processed Data, 2023

From the results of the tests conducted showed that the variable *Organizational citizenship behavior (OCB)* had a positive and significant influence of 88.9% on employee performance in Balitbangda, East Tanjung Jabung Regency and 11.1% was influenced by other variables outside the variable Organizational citizenship behavior (OCB).

### Substructure IV Path Analysis

To answer goal 5, based on the acquisition of values in each sub-structure of path coefficients that have been described and explained both directly and indirectly, as well as the total influence between each independent variable, such as work motivation ( $X_1$ ), Job Satisfaction ( $X_2$ ), through *Organizational citizenship behavior (OCB)* (Y) to variables connected with Representative Execution (Z), if the IV substructure is used as a whole unit of the path coefficient analysis (path analysis) used It is depicted in the figure in this study.


**Figure 4. Results of Structural Path Analysis IV**



## Discussion

### **Overview of the Implementation of Work Motivation, Job Satisfaction, Organizational Citizenship Behavior (OCB) and Employee Performance at Balitbangda East Tanjung Jabung Regency**

The results of descriptive data analysis of work motivation variables in Balitbangda East Tanjung Jabung Regency The work motivation of employees at Balitbangda East Tanjung Jabung Regency is included in the "High" category with a total score of work motivation variables (X1) of 3,580 with a scale range of 3,094 - 3,821. Thus high work motivation can lead to Organizational citizenship behavior (OCB) and improve employee performance at Balitbangda East Tanjung Jabung Regency. These results indicate that work motivation at Balitbangda of East Tanjung Jabung Regency is well implemented which is indicated by employees getting promotions for working very well, promotions due to long years of service, employees perform tasks entrusted by superiors to employees, employees get career development in employee jobs, employees can complete the tasks assigned by the organization, all employees are responsible for their work, employees succeed in doing employee work well and employee work results are very satisfying.

Furthermore, the results of descriptive data analysis of the Job Satisfaction variable in Balitbangda of East Tanjung Jabung Regency show that Job Satisfaction in Balitbangda of East Tanjung Jabung Regency is included in the "High" category with an average Job Satisfaction variable (X2) of 2.399 with a scale range of 1.989 - 2.456, this shows that high Job Satisfaction can increase Organizational citizenship behavior (OCB) and Employee Performance at Balitbangda of East Tanjung Jabung Regency. This is evidenced by employee relationships with Employees are satisfied with the opportunities that exist in employee jobs to interact with other people, Employees are satisfied because they can adapt to the employee work environment, Employees receive sufficient feedback from employee superiors about employee work, Employees are satisfied with the working hour regulations applied, Employees have sufficient freedom to do what employees want in work, Employees are satisfied to work here because there are promotion opportunities in employee careers, Employees are satisfied with the salary provided by employee jobs, Employees are satisfied with the additional employee income (TPP) that employees receive and Employees are satisfied with the incentives that employees receive.

Then the results of descriptive data analysis of the Organizational citizenship behavior (OCB) variable of employees at Balitbangda of East Tanjung Jabung Regency that Organizational citizenship behavior (OCB) of employees at work at Balitbangda of East Tanjung Jabung Regency is included in the "High" category with an average Organizational citizenship behavior (OCB) variable (Y) of 2,659 and a scale range of 2210 - 2729. Thus, with a high organizational citizenship behavior (OCB), in the end it will be able to improve employee performance at the Balitbangda of East Tanjung Jabung Regency. This is evidenced by employees providing help voluntarily, employees are accustomed to helping their coworkers so that work can be completed properly and quickly, employees participate in the success of the organization, the responsibilities given by the organization to employees to improve the quality of their field of work, employees work beyond the job description that has been determined and expected by the organization, employees have voluntary efforts to improve ways of carrying out their work creatively so that organizational performance increases, employees can maintain good relations with coworkers to avoid interpersonal conflicts, employees can respect and pay attention to coworkers, employees can tolerate unfavorable conditions without complaining and employees are able to adapt to the situation and work environment.

Meanwhile, descriptive analysis of data on employee performance variables in Balitbangda of East Tanjung Jabung Regency that employee performance at Balitbangda of

East Tanjung Jabung Regency is included in the "High" category with an average employee performance variable (Z) of 3.609 with a scale range of 3.094 - 3.821. This is evidenced by the work results that employees get are very good, the work results that employees get are in accordance with the targets of the organization, employees benefit from the work that employees do, employees are always on time in completing tasks, employees always bring out the abilities that employees have at work, employees always bring out the skills that employees have at work, employees have good communication with internal and external organizations and employees have relationships and cooperation in carrying out tasks.

### **The Effect of Work Motivation and Job Satisfaction Directly and Indirectly on Organizational citizenship behavior (OCB) of Employees at Balitbangda East Tanjung Jabung Regency.**

The results showed that work motivation (X1) of employees at Balitbangda Tanjung Jabung Timur Regency had a positive and significant effect on Organizational citizenship behavior (OCB) (Y). The results of this test strengthen the research submitted by Juita (2023), (Febriani, 2016) dan (Jufrizen *et al*, 2020). Expressed that work inspiration can have a positive and significant impact on corporate citizenship conduct (OCB).

The effect of work motivation on organizational citizenship behavior (OCB) is because employees get promoted because they have worked very well, there is a promotion due to long years of service, employees perform tasks entrusted by superiors to employees, employees get career development in employee jobs, employees can complete tasks assigned by the organization, all employees are responsible for their work, employees succeed in doing employee work well and the results of employee work are very satisfying, giving rise to organizational citizenship behavior (OCB) in employees.

Then the findings indicated that Work Satisfaction (X2) of employees at Balitbangda Tanjung Jabung Timur Regency was positive and significant to Organizational citizenship behavior (OCB) (Y). This result strengthens the research (Widayanti & Farida, 2016) and (Rohayati, 2014), which says that the better the Work Fulfillment of an agency, the higher the Organizational citizenship behavior (OCB) at work shown by employees.

The effect of job satisfaction on organizational citizenship behavior (OCB) is because employees are satisfied with the opportunities that exist in employee jobs to interact with other people, employees are satisfied because they can adapt to the employee work environment, employees receive sufficient feedback from employee superiors about employee work, employees are satisfied with the working hour regulations applied, Employees have sufficient freedom to do what employees want at work, employees are satisfied working here because there are promotion opportunities in employee careers, employees are satisfied with the salary provided by employee jobs, employees are satisfied with the additional employee income (TPP) that employees receive and employees are satisfied with the incentives that employees receive so as to create organizational citizenship behavior (OCB) attitudes in employees.

### **The influence of work motivation and job satisfaction directly and indirectly on employee performance in Balitbangda, East Tanjung Jabung Regency**

The results showed that work motivation (X1) affects employee performance (Z) in Balitbangda, East Tanjung Jabung Regency. The results of this study are also supported by a survey conducted (Adhan *et al*, 2020), (Zahari *et al*., 2020), (Harahap, S. F., & Tirtayasa, 2020), (Syahputra *et al*, 2020), (Sugiarto, E., & Rusilowati, 2014) dan (Suryani, A. & Linda, 2017), Proving that motivation at work has a favorable and significant impact on representative execution, inferring that the higher the work inspiration given, the more worker execution increases.

The effect of work motivation on employee performance is because employees get promotions because they have worked very well, there is a promotion because of the length of years of service, employees perform tasks entrusted by superiors to employees, employees get career development in employee work, employees can complete tasks given by the organization, all employees are responsible for their work, employees succeed in doing employee work well and The work of employees is very satisfactory so that it will improve the performance of these employees.

Then the results showed that Job Satisfaction (X2) affected Employee Performance (Z) in Balitbangda, East Tanjung Jabung Regency. The results of the above research are the same and strengthen the research (Rosmaini, R., & Tanjung, 2019), (Ritonga, 2020), (Arda, 2017), dan (Harahap, S. F., & Tirtayasa, 2020), in the results of his research on the effect of Job Satisfaction on performance which shows the results of the influence of Job Satisfaction on performance. So it can be concluded that with high work fulfillment, it will create a good performance as well.

The effect of job satisfaction on Employee Performance (Z) because employees are satisfied with the opportunities that exist in employee work to interact with others, employees are satisfied because they can adapt to the employee's work environment, employees receive sufficient feedback from employee superiors about employee work, employees are satisfied with the working hours rules applied, employees have enough freedom to do what employees want at work, Employees are satisfied working here because there are promotion opportunities in employee careers, employees are satisfied with the salary provided by employee work, employees are satisfied with the additional employee income (TPP) that employees receive and employees are satisfied with the incentives that employees receive so that it will improve the performance of these employees.

### **The Effect of *Organizational Citizenship Behavior (OCB)* on Employee Performance in Balitbangda, East Tanjung Jabung Regency**

The results showed that *Organizational citizenship behavior (OCB)* (Y) had a significant effect on Employee Performance (Z) in Balitbangda, East Tanjung Jabung Regency. The results of the above analysis strengthen the research submitted by (Bustomi, A., Sanusi, I., 2020), states that *organizational citizenship behavior (OCB)* meaningfully affects worker execution. Hypothesis testing has proven that *organizational citizenship behavior (OCB)* has a positive effect on employee performance. Therefore, the conclusion that with high *organizational citizenship behavior (OCB)*, it will create a high performance as well.

The effect of *organizational citizenship behavior (OCB)* on employee performance because employees provide voluntary help, employees are accustomed to helping their colleagues so that work can be completed properly and quickly, employees participate in the success of the organization, the responsibility given by the organization to employees to improve the quality of their field of work, employees work beyond the job description that has been set and expected organization, employees have intentional endeavors to work on the way they carry out their work inventively so hierarchical execution increments, employees can avoid interpersonal conflicts by maintaining positive relationships with coworkers. conflicts, employees can appreciate and pay attention to colleagues, employees can tolerate unfavorable conditions without complaining and employees are able to adapt to situations and work environments so that it will improve employee performance aforementioned.

## **The influence of work motivation and job satisfaction through *organizational citizenship behavior (OCB)* on employee performance in Balitbangda, East Tanjung Jabung Regency**

The results showed that work motivation (X<sub>1</sub>) and Job Satisfaction (X<sub>2</sub>) affect employee performance (Z) through *organizational citizenship behavior (OCB)* in Balitbangda, East Tanjung Jabung Regency. Effect Work motivation (X<sub>1</sub>) and Job Satisfaction (X<sub>2</sub>) affect employee performance (Z) through *organizational citizenship behavior (OCB)* because employees get promotions because they have worked very well, there is a promotion because of the length of years of service, employees perform tasks entrusted by superiors to employees, employees get career development in employee work, employees can complete the tasks given By the organization, all employees are responsible for the results of their work, employees succeed in doing employee work well and the work results of employees are very satisfying, employees are satisfied with the opportunities that exist in employee work to interact with others, employees are satisfied because they can adapt in the employee's work environment, employees receive sufficient feedback from employee superiors about employee work, Employees are satisfied with the working hours rules applied, employees have enough freedom to do what employees want at work, employees are satisfied working here because there are promotion opportunities in employee careers, employees are satisfied with the salary provided by employee work, employees are satisfied with the additional employee income (TPP) that employees receive and employees are satisfied with the incentives that employees receive so that it will improve the performance of these employees.

## **CONCLUSION**

In light of the conversation above, it very well may be presumed that the level of work inspiration, work fulfillment, authoritative citizenship conduct (OCB) on employee performance at Balitbangda, East Tanjung Jabung Regency, on average falls into the "High" category. The results stated that the variables of Work Motivation and Job Satisfaction had a significant effect simultaneously and partially on Organizational Citizenship Behavior and Performance (Z). Motivation and job satisfaction are important factors in improving employee performance so that what needs to be improved is employee responsibility for their work, leadership trust in employees, sufficient feedback from employee leaders about employee work and employee promotion opportunities so as to create OCB attitudes in employees and have an impact on representative execution. For additional exploration development, It is recommended that additional factors that can affect performance.

Another variable that can be suggested to be included in future research is organizational commitment where this attitude mirrors the degree to which a singular knows and is appended to his association. A person who has a high responsibility will consider himself to be a genuine individual from the association and give all his abilities to the organization and variables that can be added again are organizational culture. Organizational culture is the application of values in a society related to, or working under the auspices of an organization. Organizational culture will shape organizational identity or organizational identity. With a strong organizational culture, it will help the organization in providing certainty to all employees to develop together, grow and develop the organization.

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