

The Influence of Organizational Citizenship Behavior on Employee Performance Through Job Satisfaction in PVC Production

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Abstract

This study aims to analyze the influence of Organizational Citizenship Behavior (OCB) on employee performance through job satisfaction in the PVC production department. The study used a quantitative, saturated sampling approach, so the entire population of 34 people was used as the sample. Primary data were collected through questionnaires and analyzed using Partial Least Squares (PLS). The results of the outer model evaluation showed that all indicators met the validity and reliability criteria. The results of the inner model showed R-square values of 0.587 for job satisfaction and 0.451 for employee performance, with a Q² value of 0.7733, indicating good predictive relevance. The results of the hypothesis test showed that OCB did not have a significant direct effect on employee performance. However, OCB had a positive and significant effect on job satisfaction, and job satisfaction had a positive and significant effect on employee performance. Job satisfaction was proven to mediate the effect of OCB on employee performance. These findings indicate that increasing OCB behavior does not necessarily directly improve performance, but can indirectly enhance performance by increasing employee job satisfaction.

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INTRODUCTION

The global economy is currently growing rapidly, driven by technological advances that enable companies to achieve their stated vision and mission. Every company must be able to adapt to current developments; otherwise, it will lose out to its competitors. Therefore, companies must first improve their internal operations by identifying and correcting deficiencies to enhance organizational performance. Companies are required to continuously monitor the performance of the entire organization, both individuals and groups. Individual employee performance is the main key to a company's development (Goel & Singh, 2025).

In today's increasingly competitive business world, companies are also required to remain competitive, as evidenced by the numerous new companies currently emerging. To address this, Organizational Citizenship Behavior (OCB) is essential (Mach et al., 2025). The organizational behavior referred to here is how individuals act and behave in the workplace, whether towards coworkers or the company (Abdelmoteleb et al., 2025). OCB behavior in the company, such as complying with rules and policies in the workplace, volunteering for extra tasks, helping coworkers, and volunteering to do extra tasks given by the company (Nuhu et al., 2025). Implemented properly by every member of the organization, it can have a positive impact on the company and its employees. Organizational behavior can increase employee efficiency and productivity, maximize organizational performance and contributing to the effective functioning of the organization. OCB significantly impacts employee performance (Bhardwaj et al., 2025).

Apart from that, OCB can also influence the job satisfaction of existing employees (Mach et al., 2025). If an employee behaves well and the organization's atmosphere is pleasant, it can usually increase their job satisfaction (Bhardwaj et al., 2025). Organizational Citizenship Behavior (OCB) can also influence employee motivation. Motivation is crucial for employees because it can inspire them to perform their jobs (Wang, 2025). Employee performance is influenced by motivation; when motivated, employees put forth their maximum effort, thereby increasing the company's performance (Huda & Jimad, 2026). Motivation is like energy or positive encouragement that leaders give employees to complete tasks (Putri, 2024). Given the importance of motivation, organizations worldwide continue to strive to develop and motivate employees to achieve performance improvements through various human resource applications and practices (Dwianto & Damanik, 2024). In addition, motivation is also related to job satisfaction. These two variables complement each other and can influence organizational variables such as employee performance and workplace conditions (Abdelmotaleb et al., 2025). A comfortable working environment can be created when employees are motivated and satisfied (Nuhu et al., 2025). Motivation is directly proportional to job satisfaction (Na-Nan et al., 2020). If a company does not motivate its employees, it can lead to undesirable behavior such as laziness and a lack of enthusiasm in carrying out their duties (Bhardwaj et al., 2025).

The workforce is a key to an organization's success, so many companies are seeking ways to increase employee job satisfaction to boost productivity and achieve the organization's overall goals (Goel & Singh, 2025). Job satisfaction can influence employee performance (Gazi et al., 2024). The company believes that high and low levels of employee job satisfaction are a serious issue that must be addressed because they are related to organizational performance and development. Job satisfaction has a positive and significant impact on employee performance (Na-Nan et al., 2020). Job satisfaction must be achieved within the company to ensure employee satisfaction and improve employee performance (Harjanti et al., 2024).

UD. Untung Jaya is a company engaged in the PVC plastic pellet industry, based in Sidoarjo City. The owner here implements a reward system for employees if production results exceed the specified production target. The relationship between employees seems quite close. When the author visited, the employees were not individualistic but interacted with one another. Even so, they still carry out their tasks well. The existing employees also help each other, for example, when raw materials arrive, they work together to unload the goods from the truck. Based on the explanation above, three major research objectives can be determined: first, Organizational Citizenship Behavior (OCB) influences work motivation, job satisfaction, and employee performance. Both work motivation and job satisfaction influence employee performance. Third, job satisfaction influences employee performance.

LITERATURE REVIEW

Organizational Citizenship Behaviour

OCB (Organizational Citizenship Behavior) is voluntary behavior by employees and is not always written into a formal job description, but it can help improve the organization's effectiveness (Goel & Singh, 2025). Employee behavior is not always assigned to job descriptions. The behaviors assigned by the company are not directly rewarded in formal appraisal systems (Mach et al., 2025). Employee behavior can support smooth operations in maintaining strong team cooperation in achieving company goals (Abdelmotaleb et al., 2025). OCB can be found in companies where employees voluntarily help coworkers who are experiencing difficulties. (Nuhu et al., 2025) Employees can maintain harmonious working relationships within the company while achieving predetermined goals (Alamsyah et al., 2025). The employee behavior that is formed can avoid unnecessary conflict and demonstrate broader concern for the organization's interests (Bhardwaj et al., 2025; Na-Nan et al., 2020). In general, companies believe that to improve their performance, they must first improve the performance of existing individuals as much as possible, because individual performance affects group performance, which in turn affects the company's overall performance (Putri, 2024). Organizational Citizenship Behavior is a set of behaviors that are not included in the formal requirements for work in an organization but can help the work and effectiveness of an organization (Santos et al., 2025). OCB refers to activities undertaken by employees that go beyond formal job requirements and can enhance an organization's effectiveness (Huda & Jimad, 2026).

Job Satisfaction

Job satisfaction is an evaluation conducted after completing a job that describes a person's attitude toward work, including feelings of happiness or dissatisfaction. Job satisfaction is a person's feeling, whether happy

or unhappy, about their work or their condition in the workplace (Na-Nan et al., 2020). Job satisfaction within a company is a state in which employees feel positive about their work, including the tasks they perform, the work environment, relationships with superiors and coworkers, and the company's reward system. Job satisfaction reflects the extent to which a job fulfills an employee's expectations, needs, and values (Casu et al., 2021). In a corporate context, job satisfaction is important because it relates to an individual's comfort at work and their perception of the overall quality of their work experience (Azmy, 2021).

Job satisfaction is a positive, pleasant feeling an individual has about a job, formed through the process of assessing and evaluating the nature of the work performed (Harjanti et al., 2024). Employees who are unhappy with their jobs tend to have low job satisfaction. Job satisfaction can be influenced by many factors, such as relationships with superiors, salary, and workplace conditions (Wang, 2025). To create high job satisfaction, companies must strive to recognize the performance of existing employees, for example, by providing rewards that make employees happier and more motivated to improve their performance (Alamsyah et al., 2025). Job satisfaction has strategic significance because it can influence the stability and quality of human resources. Satisfied employees tend to work with more enthusiasm, have greater commitment, and demonstrate a willingness to maintain consistent performance (Dwianto & Damanik, 2024). Companies need to pay attention to the factors that shape job satisfaction to create a healthy, productive work environment (Khotimah & Adiwati, 2024).

Employee Performance

Employee performance is the work results, including the quality and quantity produced by an employee in carrying out their assigned responsibilities (Huda & Jimad, 2026). Employee performance includes all activities, whether carried out by employees or not, within the organization, as well as the quality of the results of the work they carry out, whether good or bad (Putri, 2024). Employees perform tasks according to the company's criteria or standards; the results will be good, but if they do not perform tasks according to the company's standards, the results will be less good. Performance from an individual perspective is the ability and skills an individual possesses for performing work officially recognized as part of the job (Casu et al., 2021). Employee performance is the effort an employee puts into carrying out their duties and striving to achieve the goals set (Soesetyo et al., 2025). Job satisfaction has strategic significance because it can influence the stability and quality of human resources (Gazi et al., 2024). Satisfied employees tend to work with greater enthusiasm, show greater commitment, and are more willing to maintain consistent performance (Alamsyah et al., 2025). Low job satisfaction can lead to decreased work enthusiasm, increased absenteeism, higher turnover, and lower work quality (Anastasia & Setiawan, 2025). Therefore, companies need to pay attention to factors that shape job satisfaction, such as compensation, development opportunities, role clarity, working conditions, and managerial support, in order to create a healthy and productive work environment (Dwianto & Damanik, 2024).

Relationships Between Research Concepts

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

Organizational Citizenship Behavior (OCB) and employee performance are positively related, as voluntary behavior beyond formal duties can facilitate work processes and enhance organizational effectiveness (Abdelmotaleb et al., 2025). Employees who have high OCB tend to care more about their coworkers, are willing to help solve problems, maintain good communication, and demonstrate responsibility that exceeds minimum standards (Nuhu et al., 2025). This kind of behavior creates a more cooperative and conducive work environment, enabling work to be completed more efficiently and resulting in better individual and team performance (Huda & Jimad, 2026). In a corporate context, OCB can strengthen employee performance by supporting the achievement of work targets and helping reduce operational obstacles that cannot be overcome through formal rules alone (Bhardwaj et al., 2025). Employees who are proactive, disciplined, and willing to help their colleagues will encourage smooth coordination, speed up task completion, and improve the quality of service or work output (Putri, 2024). Therefore, OCB is often seen as a behavioral factor that can enhance employee performance, including productivity, work quality, and contributions to the organization's overall success (Nuhu et al., 2025).

H₁: The influence of Organizational Citizenship Behavior (OCB) on employee performance.

The Relationship Between Organizational Citizenship Behavior (OCB) and Job Satisfaction

Organizational Citizenship Behavior discusses individual behavior in an organization (Huda & Jimad, 2026). The company does not require a worker who demonstrates good organizational behavior; it is a voluntary desire on the part of the individual to work beyond expectations (Na-Nan et al., 2020). One example of OCB implementation is voluntarily helping coworkers with tasks during breaks. If OCB is implemented across all employees, it will make the company a comfortable place to work and increase employee job satisfaction. The impact of Organizational Citizenship Behavior (OCB) on job satisfaction shows that voluntary behavior beyond the formal demands of the job can contribute to a more positive work experience (Casu et al., 2021). Employees who are accustomed to helping coworkers, maintaining good interpersonal relationships, avoiding unnecessary conflicts, and showing concern for the work environment tend to experience a more harmonious and supportive work atmosphere (Azmy, 2021). This can increase work comfort, strengthen a sense of belonging to the organization, and ultimately lead to higher job satisfaction. OCB not only benefits organizational effectiveness but can also influence how employees evaluate their work overall. A work environment characterized by helpful behavior, respect, and social responsibility among team members will foster healthy, enjoyable work interactions (Nuhu et al., 2025). This makes employees feel more valued, more connected to the organization, and more satisfied with their work. Thus, OCB can be viewed as a positive behavioral factor that has the potential to strengthen employee job satisfaction within the company (Alamsyah et al., 2025).

H₂: The influence of Organizational Citizenship Behavior (OCB) on job satisfaction.

The Relationship Between Job Satisfaction and Employee Performance

Employee job satisfaction is an important factor that companies must pay attention to, as it can affect employee performance (Wang, 2025). Job satisfaction is interconnected and positively related to employee performance. If workers feel satisfied, they will be more willing to become more involved in their jobs, and their performance will automatically improve (Azmy, 2021). The satisfaction referred to here is not limited to the work performed but also concerns facilities, relationships with fellow workers, and with superiors.

Job satisfaction with employee performance shows that the higher employees' satisfaction with their work, the more likely they are to perform well (Casu et al., 2021). Satisfied employees generally show higher work enthusiasm, stronger motivation, and greater commitment to completing tasks aligned with the company's targets (Soesetyo et al., 2025). Job satisfaction also makes employees more focused, more responsible, and better able to maintain the quality of their work, thus positively impacting productivity and work effectiveness. Job satisfaction is a crucial factor that can support sustainable improvements in employee performance (Gazi et al., 2024). When a company provides a comfortable working environment, a fair reward system, strong working relationships, and clear development opportunities, employees tend to work more optimally (Anastasia & Setiawan, 2025). Conversely, low levels of job satisfaction can decrease motivation, reduce work quality, and lead to problems such as absenteeism and decreased productivity (Dwianto & Damanik, 2024). Job satisfaction is often seen as one of the important variables that influences employee success in achieving the performance expected by the organization (Khotimah & Adiwati, 2024).

H₃: The effect of job satisfaction on employee performance.

Based on the relationships among research concepts, a research conceptual framework can be developed.

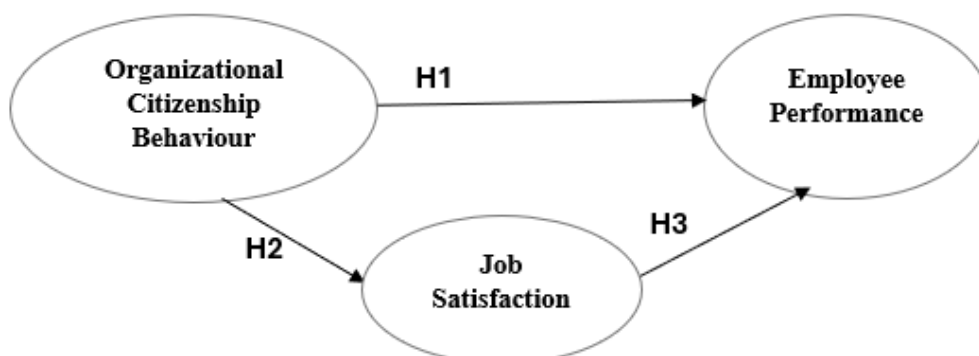


Figure 1. Research Concept Framework

RESEARCH METHOD

This research employed a quantitative method. Quantitative research is research whose data is numerical and analyzed using statistics. This study aims to demonstrate the relationship between Organizational Citizenship Behavior (OCB) as the independent variable and employee performance as the dependent variable, through work motivation and job satisfaction as intervening variables.

A population is a group of subjects or objects within a specific area that possess specific characteristics and qualities, as determined by the researcher, to be observed and for conclusions to be drawn. The population in this study comprises employees and managers at the company UD. Untung Jaya. The sample size was 34 people. A sample is a small portion of a population that is selected to represent the research population. If the population is too large, several samples can be taken to represent it. The sample in this study consisted of all employees at UD. Untung Jaya and 34 leaders. This study used saturated sampling. Saturated sampling is a sampling technique in which all members of the population are used as research participants. Saturated sampling was used in this study for all employees and the leadership of 34 people.

OCB concerns employee behavior within the company, such as relationships between employees and voluntary behavior outside the obligations determined by the company. Items set for OCB are willing to voluntarily help coworkers who are too busy, willing to do the work of my coworkers who are absent, willing to work overtime, help new coworkers to understand their work even though it is not included in the obligations, obey the rules and policies that apply within the company, do not like to find fault with the company, respect everyone in the company, maintain good communication with coworkers, provide ideas for the development of the company and actively participate in company activities.

Employee performance is the job that employees in the company have done or not done at UD. Untung Jaya. The measurement items for employee performance are: completing work carefully, completing work on time, anticipating problems, providing alternative solutions to problems, understanding directions given by leaders, adapting quickly to changes, and being present regularly and arriving on time.

Job satisfaction is an evaluation carried out by employees after doing a job, which describes a person's attitude of happiness or dissatisfaction, satisfaction or dissatisfaction with working. The items for measuring job satisfaction that are determined are showing interest in working, feeling at ease while working, having good relations with colleagues, having good relations with superiors, physical conditions including work equipment, and a good workplace, the type of work I do matches my skills, my salary matches my work results, and being satisfied with the promotion opportunities given.

The data used are primary. Primary data is data obtained at the research location. To collect primary data, questionnaires will be distributed to UD's leaders and employees at Untung Jaya, totaling 34 people, regarding the research topic being conducted. Data collection is conducted using a questionnaire. A questionnaire is one way of collecting data by providing a set of questions for respondents to answer. In this study, all respondents who completed the questionnaire were UD. Untung Jaya employees and leaders, namely 34 people. In addition, to measure the scale in this study, a Likert scale is used. The Likert scale is useful for measuring an individual's or a group's perceptions, attitudes, and opinions regarding a social phenomenon. The Likert scale ranges from very positive to very negative.

The data analysis technique was measured using Partial Least Squares (PLS), one of the Structural Equation Modeling (SEM) methods. SEM testing with PLS is an alternative SEM analysis technique in which the data do not need to follow a multivariate normal distribution. The PLS method can be used to assess the influence of one variable on another, and to measure the strength of the relationship between latent variables and the manifest variables used (Khan *et al.*, 2019). The use of PLS is often used to solve problems of relationships between complex variables, and the sample data size used is relatively small, namely, thirty to one hundred. The PLS method can be used to determine the complexity of the relationship between two variables and between a variable and its indicators. PLS has two equations for measurement, namely the inner and outer models (Hair *et al.*, 2019).

RESULTS AND DISCUSSION

Respondents inside at UD. Untung Jaya, these are the employees who work and the leadership. The employees in this factory are mostly men: 26 people, or 76.47%, while only 8 women, or 23.52%. The ages of the

employees here are very diverse, aged 21-30 are 8 people, aged 31-40 are 11 people, aged over 40 years as 15 respondents. The employees who work have different educational backgrounds. There are 11 employees educated up to junior high school, 16 to high school, 6 to vocational high school, and 1 with a bachelor's degree. The employee's work period varies. Employees who have worked for less than 3 years are as many as 7 people, those who have worked for 4-6 years are as many as 12 people, those who have worked for 7-9 years are as many as 7 people, and those who have worked for more than 10 years are 8 people. The respondents were mostly from the production division, namely 22 people (64.70%); the second highest was the packaging division, with 8 people (23.52%); and third were technicians, with 2 people (2.94%). The last was administration, namely 1 person with 5.88%.

This outer model evaluation describes the relationship between each latent variable and the manifest variable (item) it is used with. The item here serves as a representative indicator in the measurement. Outer model evaluation is divided into three: convergent validity, discriminant validity, and composite reliability. Convergent validity can be assessed by examining the correlation between indicator and construct values, or by examining the factor loadings for each construct. Discriminant validity can then be evaluated by observing the Average Variance Extracted (AVE) value. Composite reliability is measured by observing the composite reliability value and Cronbach's Alpha. Convergent validity is assessed by examining the outer loadings and factor loadings. An indicator can be considered valid if its loading factor is greater than 0.5, which is still acceptable. The results of the outer model testing are shown in Table 1.

Table 1. Outer model testing

Variables	Indicator	Outer Loading	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Citizenship Behavior (X)	X ₁	0.773	0.876	0.902	0.502
	X ₂	0.684			
	X ₃	0.623			
	X ₄	0.825			
	X ₅	0.623			
	X ₆	0.668			
	X ₇	0.663			
	X ₈	0.649			
	X ₉	0.765			
	X ₁₀	0.768			
Job Satisfaction (Y)	Y ₁	0.636	0.857	0.889	0.504
	Y ₂	0.574			
	Y ₃	0.744			
	Y ₄	0.702			
	Y ₅	0.654			
	Y ₆	0.765			
	Y ₇	0.694			
	Y ₈	0.868			
Employee Performance (Z)	Z ₁	0.793	0.890	0.909	0.538
	Z ₂	0.694			
	Z ₃	0.730			
	Z ₄	0.788			
	Z ₅	0.827			
	Z ₆	0.745			
	Z ₇	0.671			
	Z ₈	0.594			

Based on Table 1, the convergent validity test, as indicated by the outer loadings, shows that all indicator items meet the requirements because the outer loadings are greater than 0.50. The Cronbach's alpha values for each variable are above 0.6, indicating that each variable meets the criteria for a good Cronbach's alpha and that all variables have a high level of reliability. The composite reliability for each variable exceeds the specified standard of 0.6, indicating that all variables meet the criterion for use in measuring the construct and are suitable for subsequent analyses. Discriminant validity is evaluated by looking at the Average Variance Extracted (AVE) value of each construct. AVE shows the average variance or difference in each indicator. In this discriminant validity test, the AVE value must be equal to or greater than 0.5 to be considered good (Khan et al., 2019).

Evaluation of the inner model using PLS was performed by examining the R-square value of each construct (Hair et al., 2019). The R-squared value can be used to determine the percentage of the variation in the endogenous variable that is explained by a particular exogenous variable. Based on the data processing results, the R-square values for job satisfaction and employee performance were 0.587 and 0.451, respectively, indicating they are classified as moderate. The Q value² as a form of predictive value the model obtained is $Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) = 1 - (1 - 0.587) (1 - 0.451) = 1 - 0.2267 = 0.7733 = 77.33\%$. If the value Q^2 is above 0, it is said to have predictive relevance. Hypothesis testing is conducted to determine whether the stated hypothesis is rejected or accepted. This hypothesis testing is performed using bootstrapping in the PLS application, which is useful for displaying the T-value. The following is the resulting model after the bootstrapping process.

Table 2. Research hypothesis testing

	Original Sample	T-Statistic	P-Values
X -> Z (H ₁)	-0.084	0.321	0.749
X -> Y (H ₂)	0.766	8.808	0.000
Y -> Z (H ₃)	0.733	3.662	0.000
X -> Z -> Y (H ₄)	0.562	3.249	0.001

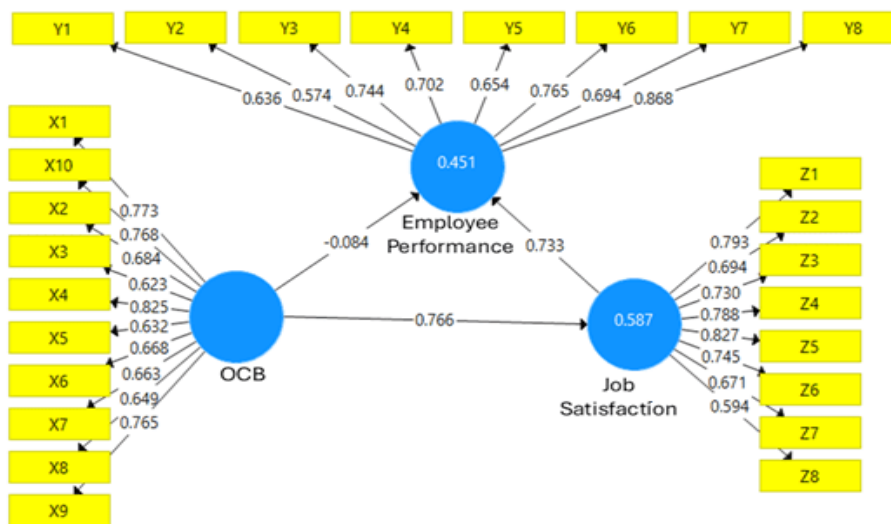


Figure 2. Full structural model

Based on Table 2 and Figure 2, the first hypothesis regarding Organizational Citizenship Behavior does not have a significant influence on employee performance, as the T-statistic is 0.321 and is less than 1.96. This indicates that the second hypothesis in this study, namely "Organizational Citizenship Behavior (OCB) influences Employee Performance," cannot be accepted. Organizational Citizenship Behavior does not have a significant influence on employee performance owned by UD. Untung Jaya employees. The reason is that employees in UD. Untung Jaya has indeed implemented the existing OCB dimensions, but they are still not fully maximized. In this company, the courtesy dimension, which concerns the relationship between employees and leaders, is very good. However, the civic virtue dimension, which concerns employees' responsibility to the company, is still lacking; some employees are often absent from work, especially on Saturdays, which does not align with the "civic virtue" dimension of OCB.

Organizational Citizenship Behavior does not have a significant effect on employee performance owned by UD. Untung Jaya employees. The reason is that employees in UD. Untung Jaya has indeed implemented the existing OCB dimensions, but they are still not fully maximized. In this company, the courtesy dimension, which concerns the relationship between employees and leaders, is very good. However, the civic virtue dimension, which concerns employees' responsibility to the company, is still lacking; some employees are often absent from work, especially on Saturdays, which is inconsistent with the "civic virtue" dimension of OCB. The results of this study are in accordance with previous research, who examined the influence of Organizational Citizenship Behavior (OCB), and job satisfaction on employee performance (Abdelmoteleb et al., 2025; Nuhu et al., 2025; Huda & Jimad, 2026). From this study, it was found that Organizational Citizenship Behavior has a negative relationship, with a T-value of -0.29, indicating that increased OCB behavior by employees does not affect existing employee performance. This study found that Organizational

Citizenship Behavior has a negative relationship, with a T-value of -0.29, indicating that increased OCB behavior by employees does not affect existing employee performance.

The second hypothesis found that Organizational Citizenship Behavior has a significant influence on job satisfaction, as the T-statistic is 8.808 and exceeds 1.96. This indicates that the first hypothesis in this study, namely "Organizational Citizenship Behavior (OCB) influences Job Satisfaction," can be accepted. This shows that Organizational Citizenship Behavior, which includes behavior that prioritizes others (altruism), behavior that gives more effort for the company (conscientiousness), willingness to tolerate (sportsmanship), maintaining good relationships with coworkers (courtesy), and caring for the survival of the organization (civic virtue), is one of the factors that can increase employee job satisfaction. This study shows that Organizational Citizenship Behavior significantly influences employees' job satisfaction. The reason is that in UD. Untung Jaya, the employees who work have well implemented several existing OCB dimensions: they like to help each other (altruism), and when there are new employees, senior employees are willing to go home late to help them understand their duties (conscientiousness). The relationship between employees and leaders is also very good; they respect each other (sportsmanship). With a work environment filled with helpful people, it becomes a pleasant, non-boring place for anyone who works. The perception of employees who initially thought the workplace was a boring place shifted to a pleasant one, which increased job satisfaction. The results of this study are in accordance with previous research, who examined the influence of Organizational Citizenship Behavior (OCB) on job satisfaction and employee performance (Huda & Jimad, 2026; Na-Nan et al., 2020; Casu et al., 2021; Azmy, 2021; Nuhu et al., 2025). To achieve high performance, companies must improve employees' OCB behavior.

The third hypothesis, job satisfaction has a significant influence on employee performance, because the T-statistic value is 3.662 and is greater than 1.96. This indicates that the third hypothesis in this study, namely "Job Satisfaction Influences Employee Performance," can be accepted. Job satisfaction describes an individual's feelings about their work. This can be seen through the positive actions taken by employees in completing work in the workplace. This study shows that job satisfaction significantly influences UD performance. Untung Jaya employees. The reason is that the owner of UD. Untung Jaya pays close attention to his employees' level of satisfaction, including psychological, social, physical, and financial factors. Leaders believe that if they treat employees well, they will also give their best to the company. Leaders here really care about their employees; for example, if an employee faces a problem, they will help solve it and find the best solution. This leadership attitude makes employees happy and leads to better performance.

The results of this study align with previous research conducted, which examined the influence of job satisfaction and organizational commitment on employee performance (Wang, 2025; Azmy, 2021). The study found a significant relationship between job satisfaction and employee performance. The higher an employee's job satisfaction, the higher their performance. The influence of motivation and job satisfaction on employee performance and found that job satisfaction significantly affected employee performance (Casu et al., 2021; Soesetyo et al., 2025; Gazi et al., 2024; Anastasia & Setiawan, 2025; Khotimah & Adiwati, 2024).

Organizational Citizenship Behavior has a significant influence on employee performance with job satisfaction as a mediating variable, is supported, as the T-statistic is 3.249 and exceeds 1.96. This indicates that the fourth hypothesis in this study, namely "Organizational Citizenship Behavior (OCB) influences employee performance with job satisfaction as a mediating variable," can be accepted. Organizational Citizenship Behavior (OCB) cannot directly influence employee performance, but, through job satisfaction as an intervening variable, it can exert an indirect influence. This study shows that Organizational Citizenship Behavior significantly influences employee performance at UD. Untung Jaya with job satisfaction as a mediating variable. The reason is that employees who work in UD. Untung Jaya has carried out the existing OCB dimensions. OCB behavior by a group of employees in the workplace makes other coworkers feel comfortable and at ease, thereby increasing employee job satisfaction. This sense of satisfaction makes employees happy and encourages them to perform to the best of their ability. Organizational Citizenship Behavior (OCB) on employee performance with job satisfaction as an intervening.

CONCLUSION

Based on the research results, it can be concluded that Organizational Citizenship Behavior (OCB) does not have a significant direct effect on employee performance in the PVC production department. This indicates

that employee voluntary behavior outside formal duties has not directly improved employee performance. However, OCB has been shown to have a positive, significant effect on job satisfaction. The better the OCB behaviors demonstrated by employees, such as helping each other, maintaining good relationships, and participating in company activities, the higher the perceived job satisfaction. Furthermore, job satisfaction has a positive, significant effect on employee performance. In other words, employees who are satisfied with their jobs tend to perform better. This study also shows that job satisfaction acts as a mediating variable in the relationship between OCB and employee performance. Thus, increasing OCB will be more effective in improving performance if it first creates employee job satisfaction. Therefore, companies need to strengthen practices that increase job satisfaction, such as creating a comfortable work environment, fostering harmonious work relationships, providing leadership attention to employees, and more consistently enforcing work responsibilities.

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