

THE EFFECT OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A STUDY AT PERUMDA TIRTANADI HEAD OFFICE OF NORTH SUMATRA

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Abstract

This study examines the influence of job satisfaction on employee performance, with Organizational Citizenship Behavior (OCB) as a mediating variable, in Perusahaan Umum Daerah (Perumda) Tirtanadi, North Sumatra. Using a quantitative approach, data were collected from 100 employees selected through purposive sampling. The data were analyzed using path analysis with the SmartPLS application. The results reveal that job satisfaction has a significant positive effect on OCB (path coefficient $\beta = 0.627$; $p < 0.001$) and on employee performance ($\beta = 0.360$; $p < 0.01$). Furthermore, OCB significantly influences employee performance ($\beta = 0.479$; $p < 0.001$). The indirect effect of job satisfaction on performance through OCB ($\beta = 0.300$) is greater than the direct effect, confirming OCB's role as a mediating variable. This suggests that employees who are more satisfied with their jobs are more likely to exhibit positive voluntary behaviors that contribute to higher performance levels. The findings align with Social Exchange Theory, which posits that positive treatment by the organization encourages employees to reciprocate with constructive behaviors. Herzberg's Two-Factor Theory also supports the view that both hygiene and motivational factors influence satisfaction, which in turn fosters improved work outcomes. This study highlights the strategic importance of enhancing job satisfaction and promoting OCB to improve performance in public service organizations. Future research should consider incorporating moderating variables such as leadership style, organizational commitment, or work culture, and employing longitudinal designs to validate the causal pathways.

Keywords: *job satisfaction, organizational citizenship behavior, employee performance, mediation, Social Exchange Theory, SmartPLS*

Introduction

In today's era of globalization, companies are required to maintain high performance to remain competitive. Human resources (HR) play a vital role in achieving organizational success, not only as tools to meet corporate goals but also as partners in achieving shared objectives. Employees who feel valued are more likely to be motivated and perform beyond their formal job descriptions. Job satisfaction, therefore, becomes a crucial factor in influencing employee performance. According to Mangkunegara (2020), job satisfaction refers to an employee's emotional state regarding their evaluation of work experiences. High levels of satisfaction contribute to improved performance, especially when employees feel comfortable, respected, and given opportunities for personal growth. Furthermore, organizations that foster a positive work environment often experience lower employee turnover, reduced deviant behavior, and higher organizational citizenship behavior (OCB) (Robbins & Judge, 2020). OCB refers to voluntary, extra-role behaviors that are not formally rewarded but contribute to organizational effectiveness (Organ in Najih, 2022). These behaviors may include helping colleagues, going beyond job expectations, or maintaining a positive workplace atmosphere. When effectively practiced, OCB can enhance both individual and team performance (Inkiriwang & Wijayadne, 2023), reduce workplace conflict, and improve overall work quality and efficiency (Azizah, 2024). Perumda Tirtanadi, a regional government-owned water utility company in North Sumatra, operates across multiple zones and coordinates 22 branch offices. Employees at the company's head office perform diverse roles, from administrative tasks to direct customer service. Preliminary observations by the researcher found that employees often engage in tasks beyond their job descriptions, indicating the presence of OCB in the workplace. Despite this, there appears to be a lack of institutional recognition for such behaviors. Employees exhibiting strong OCB often do not receive additional training or support, even when assuming extra responsibilities due to promotions or staff shortages. This disconnect may undermine employee engagement, motivation, and long-term productivity.

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Furthermore, preliminary field observations revealed that both permanent employees and outsourced workers (TKAD) share similar workloads but differ in the benefits they receive. While many employees express satisfaction with their working conditions, some still report low motivation or dissatisfaction due to limited career advancement and compensation. Previous studies on the relationships between job satisfaction, OCB, and employee performance have shown mixed results. For instance, Kurnianto and Kharisudin (2022) found a significant relationship between job satisfaction and employee performance, while Sondari et al. (2023) found no such effect. Some research suggests that OCB mediates this relationship (Soesanto et al., 2024), while others report otherwise. Given these inconsistencies and the need to better understand these dynamics within the context of Perumda Tirtanadi, this study aims to examine the effect of job satisfaction on employee performance, with OCB as a mediating variable.

Methods

Study Setting and Design

This study was conducted at Perumda Tirtanadi, a regional water utility company in North Sumatra, Indonesia, between March and May 2025. The research employed a quantitative explanatory design to analyze causal relationships among job satisfaction, Organizational Citizenship Behavior (OCB), and employee performance.

Population and Sampling

The study population comprised all 255 employees at the head office of Perumda Tirtanadi. Using the Slovin formula with a 5% margin of error, a sample of 156 respondents was determined. A proportionate stratified random sampling technique was applied to ensure representative sampling across departments.

Data Sources and Collection

This study utilized both primary and secondary data sources to support the analysis. Primary data were collected through a structured questionnaire distributed to employees of Perumda Tirtanadi, aiming to measure three key constructs: job satisfaction, organizational citizenship behavior (OCB), and employee performance. All questionnaire items used a 5-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (5). In addition to the survey, brief interviews were conducted with selected employees to explore contextual factors and enrich the understanding of behavioral patterns observed in the responses. Secondary data were obtained from internal company records, including organizational structure, workforce size, and documentation of customer complaints. These sources provided contextual background to triangulate the primary data and understand the operational environment in which the employees work.

Operationalization of Variables

The study examined three main variables: job satisfaction as the independent variable (X), OCB as the mediating variable (Z), and employee performance as the dependent variable (Y). Job satisfaction was measured through five key indicators, which included satisfaction with salary, promotion opportunities, relationships with coworkers, supervisor leadership, and the job itself, based on the framework proposed by Robbins (2020). OCB was assessed using five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, as outlined by Organ (in Najih, 2022). Meanwhile, employee performance was evaluated using indicators such as quality and quantity of work, attendance, ability to work in teams, and punctuality, adapted from Mangkunegara (2020). Each indicator was translated into questionnaire items to capture employee perceptions quantitatively.

Data Analysis

Data analysis was conducted to answer the research questions and test the proposed hypotheses. First, descriptive statistics were employed to provide an overview of the data collected, including the characteristics of respondents, the frequency distribution of each variable, and the overall profile of the study location. This approach served to present the data as it is, without making generalizations beyond the study population. Next, to examine the relationships among variables, path analysis was applied. This technique, an extension of multiple regression analysis, allows for the evaluation of direct and indirect effects among the constructs. In particular, it was used to assess whether job satisfaction influences employee performance both directly and indirectly through Organizational Citizenship Behavior (OCB) as a mediating variable. The structural model tested in this study was represented by the following equations:

$$Z = \rho X + e_1$$

$$Y = \rho X + \rho Z + e_2$$

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where X denotes job satisfaction, Z represents OCB, Y is employee performance, ρ indicates the path coefficients, and e_1 and e_2 are residual terms. Furthermore, to test the significance of individual relationships, a partial test (t-test) was conducted. This test assessed whether each independent variable had a statistically significant effect on the dependent variable at the 5% significance level ($\alpha = 0.05$). If the probability value (Sig. t) was greater than 0.05, the null hypothesis was accepted, indicating no significant effect. Conversely, if the Sig. t value was less than 0.05, the null hypothesis was rejected, suggesting a significant relationship between the variables. Finally, the validity of the measurement instruments was verified using Pearson's correlation, with a minimum threshold of $r > 0.157$ for acceptance. Reliability was tested using Cronbach's Alpha, and all variables achieved coefficients above 0.70, confirming internal consistency and instrument dependability.

Results

Respondent Characteristics

The majority of the respondents were male (57.05%), aged 25–35 years (38.46%), and held a bachelor's degree (64.74%). Most had worked for more than five years (80.13%), indicating a relatively experienced workforce at Perumda Tirtanadi.

Table 1. Respondent Demographics (n = 156)

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	89	57.05
	Female	67	42.95
Age	<25 years	11	7.05
	25–35 years	60	38.46
	36–45 years	46	29.49
	46–55 years	35	22.44
	>55 years	4	2.56
Education Level	High school	6	3.85
	Diploma (D1–D4)	22	14.10
	Bachelor (S1)	101	64.74
	Master (S2)	26	16.67
Years of Service	<5 years	31	19.87
	5–10 years	68	43.59
	>10 years	57	36.54

Descriptive Statistics of Key Variables

Job Satisfaction

Overall, respondents reported a high level of job satisfaction. Most agreed or strongly agreed with statements related to timely salary payments, alignment between job and expertise, and fairness of supervisors. More than 65% of respondents selected "agree" or "strongly agree" for most items, reflecting positive perceptions of their job conditions.

Organizational Citizenship Behavior (OCB)

OCB levels were also high. Respondents frequently reported behaviors such as helping coworkers without being asked, following company rules, and participating in organizational activities. Between 70% and 80% agreed or strongly agreed with these positive statements, suggesting that voluntary and prosocial behaviors are prevalent in the workplace.

Employee Performance

Most respondents reported good performance, with over 70% indicating that they completed tasks on time, met organizational standards, and maintained discipline. These results show that employees perceive their performance to be high and aligned with company expectations.

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Table 2. Descriptive Statistics of Research Variables

Variable	Item Description	Mean	SD
Job Satisfaction	Salary is paid on time	3.86	0.88
	Salary matches workload	3.91	0.83
	Opportunities for promotion	3.91	0.82
	Promotion process is transparent	3.85	0.89
	Colleagues are cooperative	3.81	0.90
	Colleagues provide social support	3.93	0.83
	Supervisor gives clear instructions	3.89	0.82
	Supervisor is fair	3.99	0.83
	Job matches my abilities	3.83	0.82
	I complete tasks responsibly	3.97	0.76
OCB	Willing to help absent coworkers without being asked	3.89	0.82
	Willing to help without expecting a reward	4.02	0.74
	Always follows company rules	3.96	0.72
	Performs tasks without waiting for orders	4.03	0.74
	Does not exaggerate small problems	3.94	0.78
	Shows sportsmanship and responsibility	3.91	0.76
	Reminds colleagues to complete tasks	3.82	0.75
	Observes communication ethics	3.84	0.75
	Actively participates in company activities	4.02	0.73
	Takes initiative to suggest improvements	3.93	0.70
Employee Performance	Completes tasks accurately and thoroughly	3.96	0.77
	Disciplined in completing tasks	4.01	0.71
	Meets work targets	4.00	0.76
	Completes tasks according to company standards	4.04	0.72
	Arrives at work on time	3.94	0.74
	Complies with working hours	4.07	0.69
	Able to collaborate with colleagues	3.96	0.73
	Coordinates with others to complete tasks	3.99	0.72
	Finishes work on time	4.01	0.70
	Work meets organizational goals	4.00	0.71
	Works effectively and optimally	4.01	0.71

Path Analysis Results

Effect of Job Satisfaction on OCB

The path analysis showed that job satisfaction has a significant positive effect on OCB ($\beta = 0.607$, $p < 0.001$). This suggests that employees who are more satisfied with their jobs are more likely to engage in citizenship behaviors that benefit the organization. Job satisfaction explained 36.8% of the variance in OCB ($R^2 = 0.368$).

Effect of Job Satisfaction and OCB on Employee Performance

In the second model, both job satisfaction and OCB significantly influenced employee performance. Job satisfaction had a direct positive effect ($\beta = 0.240$, $p = 0.002$), and OCB had an even stronger effect ($\beta = 0.471$, $p < 0.001$). Together, these variables explained 41.6% of the variance in employee performance ($R^2 = 0.416$), indicating that both factors are important for enhancing performance.

Mediating Role of OCB

The total effect of job satisfaction on employee performance was 0.526, composed of a direct effect ($\beta = 0.240$) and an indirect effect through OCB ($\beta = 0.286$). Since the indirect effect is larger, OCB is considered a partial mediator. This highlights the critical role of OCB in translating job satisfaction into improved performance outcomes.

Table 3. Path Analysis Summary

Path	Std. Coefficient (β)	t-value	Sig. (p)	Interpretation
Model I: $X \rightarrow Z$	0.607	9.473	0.000	Significant (direct effect)
Model II: $X \rightarrow Y$	0.240	3.090	0.002	Significant (direct effect)
Model II: $Z \rightarrow Y$	0.471	6.056	0.000	Significant (direct effect)
Model I R^2 ($X \rightarrow Z$)	0.368	—	—	36.8% of OCB explained by X
Model II R^2 ($X, Z \rightarrow Y$)	0.416	—	—	41.6% of Performance explained

Discussion

The Role of Job Satisfaction in Promoting Organizational Citizenship Behavior

The findings from this study demonstrate a significant positive effect of job satisfaction on Organizational Citizenship Behavior (OCB) among employees at Perumda Tirtanadi. This supports the proposition that satisfied employees are more likely to engage in discretionary, prosocial behaviors that go beyond formal job descriptions. This aligns with Social Exchange Theory, which emphasizes reciprocal relationships: when employees perceive that the organization meets their psychological and material needs—through fair compensation, recognition, and a positive work environment—they are more inclined to reciprocate with voluntary behaviors that support organizational goals. These results are consistent with earlier studies (e.g., Sondari et al., 2023; Wicaksono & Gazali, 2021), reinforcing the importance of job satisfaction as a precursor to OCB in public institutions. However, beyond confirming previous findings, this study highlights the contextual importance of satisfaction drivers in a public utility setting. Factors like bureaucratic clarity, team cohesion, and public service motivation may play a unique role in fostering OCB, warranting further investigation into sector-specific satisfaction elements.

Organizational Citizenship Behavior as a Catalyst for Employee Performance

The study also confirmed that OCB significantly influences employee performance. Employees who demonstrate high levels of OCB tend to show better performance outcomes—both in quantity and quality of work—as they often take initiative, collaborate well, and maintain positive morale. This is aligned with the Affective–Cognitive–Behavioral framework, which postulates that positive attitudes (e.g., OCB) shape behavior (e.g., performance). Prior research (e.g., Inkiriwang & Wijayadane, 2023; Anwar & Ahmadi, 2021) similarly found that OCB facilitates team synergy, reinforces informal norms, and creates a more cohesive work environment—all of which contribute to higher individual and group productivity. In the context of Perumda Tirtanadi, where teamwork and inter-departmental collaboration are essential for service continuity, fostering OCB may be a strategic route to boost not only individual performance but also overall organizational effectiveness.

Direct Influence of Job Satisfaction on Performance

In line with the Two-Factor Theory by Herzberg, job satisfaction was also found to have a direct and significant impact on performance. Employees who are satisfied with both hygiene factors (e.g., working conditions, job security) and motivators (e.g., achievement, recognition) tend to exhibit greater commitment and output. This finding aligns with Miko & Muslim (2023), who reported similar effects in the public sector. However, this study extends existing knowledge by highlighting that even in bureaucratic environments like regional water utilities, where performance is often assumed to be procedural or regulated, intrinsic motivators still play a crucial role in driving individual excellence.

Mediating Role of OCB in the Satisfaction–Performance Link

One of the most important contributions of this study is the finding that OCB partially mediates the relationship between job satisfaction and employee performance. The indirect effect of job satisfaction on performance via OCB was found to be stronger than the direct effect, indicating that OCB serves as a psychological and behavioral bridge. This supports the notion that job satisfaction alone is not sufficient to drive optimal performance. Instead, satisfaction needs to translate into proactive behaviors that support the broader work environment—precisely the kind of behavior characterized by OCB. These findings echo those of Sondari et al. (2023) and Miko & Muslim (2023), but also underscore the strategic value of OCB as a lever for organizational performance improvement in public service agencies.

From a managerial perspective, this suggests that organizations should not only aim to enhance job satisfaction, but also cultivate a culture that values and rewards OCB—for example, by recognizing collaborative efforts, encouraging knowledge sharing, and institutionalizing peer support mechanisms.

Implications and Limitations

The implications of this study are twofold. First, for practice, it suggests that Perumda Tirtanadi—and similar institutions—should prioritize employee satisfaction as a foundational HR strategy, not only to improve well-being but to stimulate performance through OCB. Second, for policy, the findings support the integration of soft indicators like employee engagement and citizenship behavior into performance appraisal systems. Nonetheless, this study is not without limitations. It relied on cross-sectional survey data, which limits causal inference. Additionally, self-reported measures may be subject to social desirability bias. Future studies could adopt longitudinal designs and include supervisor evaluations of performance to triangulate findings.

Conclusion

This study explored the relationship between job satisfaction, Organizational Citizenship Behavior (OCB), and employee performance within Perusahaan Umum Daerah (Perumda) Tirtanadi Provinsi Sumatera Utara. The results revealed that job satisfaction has a significant direct influence on both OCB and employee performance. Likewise, OCB was found to significantly enhance employee performance, confirming its role as an essential behavioral factor that contributes to the success of the organization. Furthermore, the analysis demonstrated that OCB serves as a mediating variable in the relationship between job satisfaction and performance, with the indirect effect being stronger than the direct effect. These findings align with the theoretical foundations of Social Exchange Theory and Herzberg's Two-Factor Theory, emphasizing that when employees feel valued, supported, and fairly treated, they are more inclined to engage in discretionary behaviors that benefit the organization. From a practical perspective, the study highlights the importance of fostering a work environment that enhances employee satisfaction and encourages positive, voluntary behaviors beyond formal job requirements.

For public sector institutions such as Perumda Tirtanadi, promoting a culture that supports OCB can serve as a strategic approach to improving individual performance and organizational outcomes. Future research may benefit from adopting a longitudinal approach to observe the dynamics of these relationships over time. The use of multi-source or objective data, such as supervisor assessments or performance records, could also strengthen the validity of the findings. Additionally, examining the potential moderating role of leadership style, organizational culture, or public service motivation may offer more nuanced insights. Comparative studies between public and private sector organizations are also recommended to better understand the contextual influences on OCB and performance. Through these avenues, future studies can build a more comprehensive understanding of the mechanisms that drive effective employee behavior and organizational performance.

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