

Research Paper

Revisiting the Effect of Job Satisfaction and Organizational Culture on Employee Performance: The Mediating Role of Organizational Citizenship Behaviour

Setiani ^{a,1*}, Siswanto ^{a,2}, Siti Robithoh ^{a,3}

^a Faculty of Economics, Universitas Islam Negeri Maulana Malik Ibrahim Malang, Indonesia

¹ setiani@uin-malang.ac.id, ² siswanto@pbs.uin-malang.ac.id, ³ sitirobithoh03@gmail.com

*corresponding author

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ABSTRACT

Research on organizational citizenship behaviour is intriguing because it is often seen as an important asset to bring new perspectives and ideas to improve organizational performance and culture. However, the factors affecting OCB still need more empirical evidence. This study aimed to determine the effect of job satisfaction and organizational culture on employee performance with OCB as a moderating variable at P.T. Magnum Attack Indonesia. This study used a quantitative approach with a questionnaire survey of 89 respondents. The data analysis method uses SEM-PLS. The results showed that job satisfaction had no significant effect on employee performance and OCB. Organizational culture does not affect employee performance but shows a significant effect on OCB. OCB did not mediate the relationship between job satisfaction and employee performance, as well as organizational culture and employee performance. The research suggests that P.T. Magnum Attack Indonesia should enhance the Organizational Citizenship Behaviour (OCB) of individual employees by fostering a culture of care for colleagues, discipline in work, mutual respect, and assistance among co-workers. Consistently practicing OCB can lead to the development of a positive organizational culture.

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Introduction

To maintain consumer trust, businesses must improve the quality of employee performance, preventing a decline in productivity and allowing them to meet the demand for their products. Human resource performance is one of the most important factors impacting a company's rating, particularly in the extractive, rural, industrial, manufacturing, trade, and service sectors. [Erkutlu \(2010\)](#) explains that the management of human resources constitutes a primary area of focus for enterprises that cannot be readily replicated by competitors or other establishments. Performance is more than just the completion of specific tasks; it includes a wide range of organizational actions that have significant consequences for the understanding and evaluation of job performance ([Carlos & Rodriquez, 2015](#)).

Several internal and external factors affect employee performance. Internal factors are influences within each individual, whilst external factors are influences outside of the individual's personality. One of the internal factors that affect the quality of the performance of members of the organization is job satisfaction ([Iaffaldano & Muchinsky, 1985](#)). Job satisfaction refers to how much people enjoy their jobs ([Fernández-Macias & de Bustillo, 2023](#)). Job satisfaction describes how pleased, comfortable, or satisfied an individual is with his or her job ([Ali, 2016](#)). A discrepancy between what one wants in a job and what one has in a job determines satisfaction ([Locke, 1976](#)).

Meanwhile, some of the external factors that affect employee performance are organizational culture and Organizational Citizenship Behavior (OCB). [Bamidele \(2022\)](#) defines organizational culture as a set of shared assumptions, values, and beliefs that govern how organizations treat individuals. OCB, in addition to job satisfaction and corporate culture, is thought to affect employee performance ([Podsakoff et al., 2000](#)). [Robbins and Judge \(2013\)](#) define Organizational Citizenship Behavior as individual behavior that is performed unexpectedly and intentionally without expecting anything in return or receiving any rewards from the organization, performed without regard for any regulations.

Burgeoning studies have described the relationship between job satisfaction, employee performance, organizational citizenship behavior, and organizational culture. [Jang et al. \(2022\)](#), [Rasmainsi & Tanjung \(2019\)](#), [Hendri \(2019\)](#), [Prasetyo & Marlina \(2019\)](#) conducted a study to examine the relationship between job satisfaction and employee performance. The results showed that job satisfaction has a significant relationship with employee performance. In contrast to the research conducted by [Crossman et al. \(2003\)](#), [Pawirosumarto et al. \(2017\)](#) and [Nabawi \(2019\)](#) concluded that job satisfaction does not have a significant relationship with employee performance.

In terms of job satisfaction and its relationship with OCB, previous studies ([Dubey et al., 2022](#); [Gyekye & Haybatollahi, 2015](#); [Nguyen et al., 2022](#); [Sawalha et al., 2017](#); [Yuliani & Katim, 2017](#)) show that job satisfaction has a significant effect to OCB. Nevertheless, the results of those studies contradict other studies (e.g., [Kim, 2006](#); [Mehboob & Bhuto, 2012](#); [Sudarmo & Wibowo, 2018](#)) that job satisfaction does not have a significant relationship with OCB.

In terms of organizational culture, [Rivai \(2020\)](#), [Rohim & Budhiasa \(2019\)](#), [Muis et al. \(2018\)](#), [Maamari & Saheb \(2018\)](#), and [Huey & Zaman \(2009\)](#) examines the effect of organizational culture on employee performance. The results showed that organizational culture has a significant impact on employee performance. While the research conducted

by Gencer et al. (2021) has different results that organizational culture has no significant effect on employee performance. In addition, Lockhart et al. (2020), Erkutlu (2010), Fox & Freeman (2011), Husodo (2018), and Winoto et al. (2020) examine the influence of organizational culture on OCB. The results showed that organizational culture has a significant effect on OCB. However, this finding contradicts Jain (2015), who found that organizational culture does not have a substantial connection with OCB.

OCB also relates to employee performance. Shanin et al. (2014), Suzana (2017), Azila et al. (2020), and Caya & Mosconi (2022) conducted a study to examine the effect of OCB on employee performance. The results showed that OCB has a significant relationship with employee performance. However, these results contradict Purwanto et al. (2021), who concluded that OCB has no significant relationship with employee performance.

Hutagalung et al. (2020) conducted a study showing that OCB mediates the relationship between job satisfaction and employee performance. However, the research by Sari and Susilo (2018) has different effects that OCB does not mediate the relationship between job satisfaction and employee performance. In another context, a study by Maulani et al. (2015) and Prayogi et al. (2021) shows that OCB mediates the relationship between organizational culture and employee performance. However, these results contradict the research conducted by Lovihan (2014), which shows that OCB is not a mediator of the relationship between organizational culture and employee performance. Differences in research results become the background for further research on similar themes to improve research results.

Job satisfaction, organizational culture, and performance all have complicated and multifaceted relationships as research has produced varying results, which is why investigating the relationship through organizational citizenship behaviour (OCB) as a mediating variable can be valuable. This study involved P.T. Magnum Attack Indonesia, a medium-sized fabric manufacturing company that specializes in high-quality clothes. With a decade of experience, the company produces a wide range of textile commodities, catering to people of all ages, from infants to adults, in the shape of men's and women's clothes. The company's product is both high in quality and quantity, with a total monthly output of 25,000 items. P.T. Magnum Attack Indonesia's operations are spread throughout many locations, with a sizable section of its consumer base displaying strong brand loyalty.

Hypotheses Development

Griffin (2004) says that performance includes a variety of tasks and behaviors and is a representation of the outcomes obtained from various work functions or activities within a given time frame. Performance is a record of the results obtained from certain work functions or activities over a certain period (Bernardin & Russel, 1993). Many factors can affect performance. One is job satisfaction, which is a feeling of comfort for every employee when carrying out work (Crossman et al., 2003). Feelings of comfort will arise when employees feel justice for the obligations they perform and the rights they receive from the company (Hendri, 2019). Job satisfaction depends on the image of results, fair treatment, and procedures (Robbins & Judge, 2013). Job satisfaction can positively and significantly improve employee performance (Jang et al., 2022; Pawirosumarto et al., 2017). Thus, a hypothesis was formulated:

H1: *There is a significant effect of job satisfaction on employee performance*

OCB refers to voluntary behaviour undertaken by employees outside of their official duties, such as helping co-workers, supporting superiors, and participating in organizational activities (Mehboob & Bhuto, 2012). Studies show that job satisfaction and OCB are interrelated. Employees who are satisfied with their jobs are more likely to participate in OCB (Dubey et al., 2022). Conversely, employees who are dissatisfied with their jobs tend to be less involved in OCB. Therefore, the hypothesis was:

H2: *There is a significant effect of job satisfaction on OCB*

Robbins & Judge (2013) say that organizational culture refers to a system of shared meaning shared by members, distinguishing the organization from others. Culture is the beliefs, values, meanings, and assumptions that a social group collectively shares to help reinforce ways of interacting with each other and responding to the environment (Sobirin, 2007). A previous study describes that job satisfaction positively and significantly affects performance (Rivai, 2020). The hypothesis is as follows:

H3: *There is a significant effect of organizational culture on employee performance*

An organizational culture encouraging cooperation, openness, and appreciation for individual contributions can help improve OCB (Lockhart et al., 2020). In a positive organizational culture, employees will feel that their contributions are valued and meaningful, and they may feel more motivated to do more than is expected. In addition, an organizational culture that is open and encourages cooperation can help build social bonds between employees and strengthen OCB (Jain, 2015). Thus, the hypothesis was:

H4: *There is a significant effect of organizational culture on OCB*

Podsakoff et al. (2000) stated that Organizational Citizenship Behavior (OCB) is an individual behaviour that is carried out freely (without any demands), and does not directly and explicitly get expectations from the official payroll system. All attitudes that are carried out can increase the effectiveness of the functions organizational function. Besides the role owned indirectly, individual behaviour can be recognized in a formal work system and can directly increase organizational effectiveness (Organ, 1988). Caya & Mosconi (2022) reveal that OCB can improve employee performance significantly. A hypothesis was formulated:

H5: *There is a significant effect of OCB on employee performance*

Employees who are satisfied with their jobs tend to be more motivated to do more than expected, such as participating in OCB (Ritonga, 2018). OCB can improve organizational performance by increasing cooperation and cooperation between employees, strengthening social bonds between employees, and increasing trust and support between employees and management. In the relationship between job satisfaction, OCB, and performance, OCB can act as a mediator because OCB can help translate job satisfaction into better performance (Organ et al., 2006). Employees who are satisfied with their jobs and engaged in OCB are more likely to affect organizational performance through their behaviour positively (Hutagalung et al., 2020). The hypothesis for this relationship is:

H6: *OCB can mediate the relationship between job satisfaction and employee performance*

Empirical studies show that positive organizational culture has a positive relationship with employee performance and OCB, while negative organizational culture can have a negative relationship with employee performance and OCB. OCB can mediate the relationship between organizational culture, employee performance, and organizational performance (Prayogi et al., 2021). In a positive organizational culture, employees feel valued and engage in organizational citizenship behaviours such as helping co-workers or participating in social activities. It can improve organizational performance by increasing employee cooperation, strengthening social bonds, and increasing trust and support between employees and management (Maulani et al., 2015). The hypothesis was formulated as follows:

H7: OCB can mediate the relationship between organizational culture and employee performance

The research framework is illustrated in Figure 1.

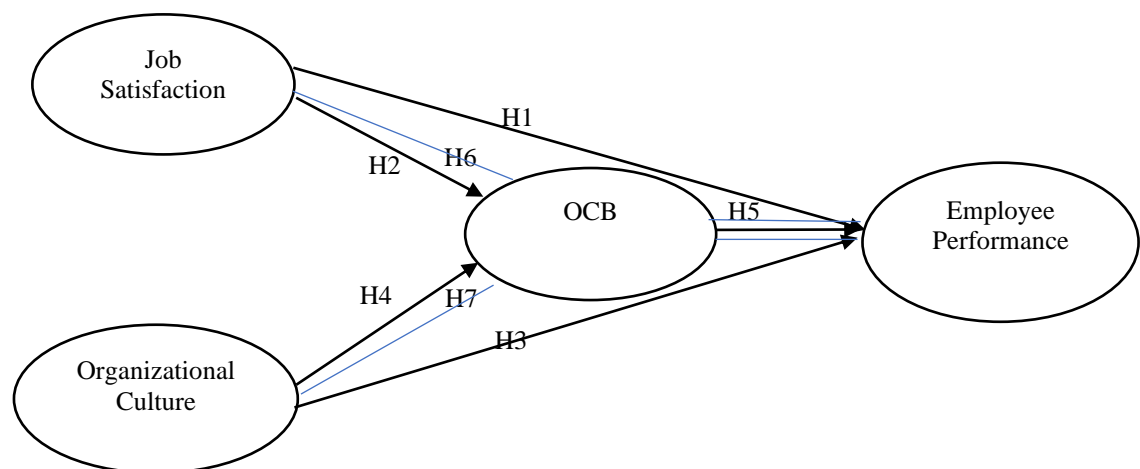


Figure 1. Conceptual Model

Method

Research Design

This quantitative research employed Structural Equation Modelling (SEM) as a method to substantiate the conceptual framework, which is widely utilized in the fields of business and social sciences to either construct a model or to evaluate a theory (Henseler et al., 2016).

Sample Selection and Data Sources

Martono (2010) described the nonprobability sampling technique with saturated sampling, which was used in this work. The sample for this study included all employees at P.T. Magnum Attack, including those in production, finance, and administration, and 89 people completed the questionnaire. The study collected two types of data: primary data (through questionnaires and interviews with leaders) and secondary data (written documents such as materials from P.T. Magnum Attack Indonesia, literature from journals, and books related to human resource management) (Ghozali, 2006).

Instrumentation and Data Collection

The instrument in this study was constructed from indicators taken from various sources. Job satisfaction indicators, according to Wibisono and Putri (2018), include several factors, including psychological factors, social factors, physical factors, and financial factors. Tampubolon (2008) divides organizational culture indicators into six parts: innovative calculating risk, attention to detail on problems, results-oriented, employee-oriented, aggressive at work, maintaining stability. According to Organ (1988), there are five OCB indicators, namely: altruism (helping others), conscientiousness (discipline), sportsmanship (positive attitude), courtesy (kindness), and civic virtue (awareness as a member of the organization). Suwondo and Sutanto (2015) put the indicators used in measuring employee performance, including accuracy in completing work, the initiative level at work, mental agility, time, and attendance discipline. Each of these indicators consists of two items in the questionnaire.

The questionnaires were prepared in the following way: (1) adapting the indicator items into statements that were easily comprehensible for the respondents; (2) generating a questionnaire using the Google Form application; (3) presenting the questionnaire to the head of the production, who then forwarded it to the respondents through the WhatsApp group medium; and (4) summarizing and evaluating the responses obtained from the completed questionnaires.

Data Analysis

To test the research, the Partial Least Squares (PLS) were employed in this study, which consists of four stages: testing the linearity assumption, testing the measurement model (outer model), testing the structural model (inner model), and testing the hypotheses.

Results

The results of the linearity assumption test are presented in Table 1, which shows that all linear models are significant. Discriminant validity is met if the extracted mean-variance's Extracted Average Variance (AVE) must be higher than the correlation involving the latent variable. Discriminant Validity Testing can be seen in the following Table 2.

Table 1. Linearity Test Results

No.	Correlation Between Variable	Results	Description
1.	E.P. – JS	F count < F table 1.979 < 2.20 Significance > Alpha 0.077 > 0.05	linear
2.	E.P. – OC	F count < F table 0.783 < 2.16 Significance > Alpha 0.077 > 0.05	linear
3.	E.P. - OCB	F count < F table 1.622 < 2.15 Significance > Alpha 0.147 > 0.05	linear

Explanation: JS = Job Satisfaction; OC = Organizational Culture; EP = Employee Performance; OCB = Organizational Citizenship Behaviour

Table 2. Correlation Value Between Latent Variables

Variable	AVE	\sqrt{AVE}	Correlations of the latent variables			
			X1	X2	Y	Z
JS	0.470	0.685	1.000			
OC	0.485	0.696	0.434	1.000		
EP	0.523	0.723	0.509	0.577	1.000	
OCB	0.448	0.669	0.490	0.619	0.623	1.000

The reliable test results are shown in Table 3, with Composite Reliability values tending to be greater than Cronbach's Alpha. If the composite value of all variables is above 0.7, then all variables are considered to have good reliability values. Convergent validity proves that the respondent can understand the statements on each latent variable.

Table 3. Composite Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Result
JS	0.771	0.839	Reliable
OC	0.826	0.867	Reliable
EP	0.848	0.883	Reliable
OCB	0.887	0.906	Reliable

Convergent validity results are presented in Table 4, which states that convergent validity can be accepted because the outer loading value is more than 0.5.

Table 4. Convergent Validity Test Results

Indicator	Item	Loading Factor	Result
Psychologist	JS.1	0.771	Valid
	JS.2	0.748	Valid
Social Physics	JS.3	0.502	Valid
	JS.5	0.769	Valid
Result Orientation	JS.6	0.647	Valid
	JS.7	0.635	Valid
	OC.6	0.731	Valid
Aggressive at Work	OC.7	0.620	Valid
	OC.8	0.636	Valid
	OC.12	0.675	Valid
Maintaining Stability	OC.13	0.630	Valid
	OC.14	0.780	Valid
Altruism	OC.15	0.780	Valid
	OCB.1	0.585	Valid
Civic virtue	OCB.2	0.594	Valid
	OCB.3	0.760	Valid
Conscientiousness	OCB.4	0.755	Valid
	OCB.5	0.725	Valid
	OCB.6	0.777	Valid
	OCB.7	0.679	Valid
Courtesy	OCB.8	0.690	Valid
	OCB.9	0.592	Valid

Indicator	Item	Loading Factor	Result
Sportsmanship	OCB.10	0.670	Valid
	OCB.11	0.627	Valid
	OCB.12	0.527	Valid
Job Accuracy	EP.1	0.887	Valid
	EP.2	0.834	Valid
	EP.3	0.718	Valid
Initiative Level	EP.4	0.687	Valid
	EP.5	0.603	Valid
Teamwork	EP.6	0.627	Valid
	EP.7	0.656	Valid

This study used the R² structural model test on endogenous constructs. The test uses two, with a value range between $0 < Q^2 < 1$. The model is considered good if the value is close to 1. The coefficient of employee performance with an R² value of 0.484 and an OCB of 0.444. The value of R² for each endogenous variable is:

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0.484)(1 - 0.444)$$

$$Q^2 = 0.7131$$

The value of Q² is 0.7131 or 71.31%, meaning that employee performance is affected by 71.31% by job satisfaction and organizational culture through OCB.

Hypothesis testing 1 in Table 5 shows that the t-statistic value is 1.201 (< 1.96), and the probability value is 0.230 (> 0.05). Therefore, job satisfaction has no significant effect on employee performance. Figure 2 shows that job satisfaction has an insignificant positive effect on employee performance with a path coefficient value of 0.223, meaning H1 is rejected. The positive path coefficient means that the relationship between job satisfaction and employee performance is unidirectional. If job satisfaction increases, employee performance increases, and vice versa; if job satisfaction decreases, employee performance will also decrease. Nevertheless, the relationship between the two is insignificant, meaning that the increase in employee performance caused by job satisfaction is insignificant.

In the analysis of the second hypothesis, the t-statistic value is 1.289 (< 1.96), and the probability value is 0.198 (> 0.05). Therefore, job satisfaction has no significant effect on the OCB. Figure 2 shows that job satisfaction has no effect on OCB with a path coefficient value of 0.273. Thus, H2 is rejected. The positive path coefficient means that the relationship between job satisfaction and OCB is unidirectional. If job satisfaction increases, OCB also increases, and vice versa; if job satisfaction decreases, OCB will also decrease. However, the relationship between the two is insignificant, which means that the increase in OCB caused by job satisfaction is insignificant.

Based on the data processing results in Table 5, it is known that the t-statistic value for Hypothesis 3 is 1.376 (< 1.96), and the probability value is 0.170 (> 0.05). Therefore, organizational culture has no significant effect on employee performance. Figure 2 shows that organizational culture has an insignificant positive effect on employee performance with a path coefficient value of 0.264, indicating that H3 is rejected. The positive path coefficient means that the relationship between organizational culture and employee performance is unidirectional. If organizational culture increases, employee performance

increases, and vice versa; if organizational culture decreases, employee performance will also decrease. Nevertheless, the relationship between the two is insignificant.

Based on the data processing results in Table 5, the t-statistic value is 2.636 (> 1.96), and the probability value is 0.009 (< 0.05). Therefore, the organizational culture significantly affects the OCB. Figure 2 shows that organizational culture significantly positively affects OCB with a path coefficient value of 0.500, meaning that H4 is accepted. The positive path coefficient means that the relationship between organizational culture and OCB is unidirectional, so if organizational culture increases, OCB also increases, and vice versa. If organizational culture decreases, OCB will also decrease. The relationship between the two is significant, which means that the increase in OCB caused by organizational culture is very significant or very significant.

Based on Table 5, the t-statistic value is 1.599 (< 1.96), and the probability value is 0.111 (> 0.050). Therefore, the OCB does not significantly affect employee performance. Figure 2 shows that OCB has a positive and insignificant effect on employee performance with a path coefficient value of 0.350, meaning that H5 is rejected. The positive path coefficient means that the relationship between OCB and employee performance is unidirectional. If OCB increases, employee performance increases, and vice versa; if OCB decreases, employee performance will also decrease. However, the relationship between the two is insignificant, which means that the increase in employee performance caused by OCB is not significant.

Table 5. Hypothesis Testing and Path Coefficient

Variable	Path Coefficient	T-Statistic	p-value	Result
J.S. - EP	0.223	1.201	0.230	Not Significant
J.S. - OCB	0.273	1.289	0.198	Not Significant
O.C. - EP	0.264	1.376	0.170	Not Significant
O.C. - OCB	0.500	2.636	0.009	Significant
OCB - EP	0.350	1.599	0.111	Not Significant
J.S. - OCB - EP	0.096	1.049	0.295	Not Significant
O.C. - OCB - EP	0.175	0.220	0.223	Not Significant

Based on the study's results in Figure 2, job satisfaction has no significant positive effect on employee performance through OCB, with a path coefficient value of 0.096. The positive path coefficient means the relationship between job satisfaction and employee performance through OCB is unidirectional. Table 5 shows that the t-statistic value is 1.049 (< 1.96), and the probability value is 0.295 (> 0.05), meaning that OCB is not designated as a mediating variable. In other words, the presence or absence of the OCB is not a problem for job satisfaction to affect employee performance. The mediating role of OCB in the relationship between job satisfaction and employee performance is partial mediation. Thus, H6 is rejected.

In addition, organizational culture has no significant positive effect on employee performance through OCB, with a path coefficient value of 0.134. The positive path coefficient means that the relationship between organizational culture and employee performance through OCB is unidirectional. Table 5 shows that the t-statistic value is 0.982 (< 1.96), and the probability value is 0.326 (> 0.05), so it can be concluded that OCB is not designated as a mediating variable. In other words, the presence or absence of the OCB is

fine for the organizational culture to affect employee performance. The mediating role of OCB in the relationship between organizational culture and employee performance is partial mediation. This indicates that H7 is rejected.

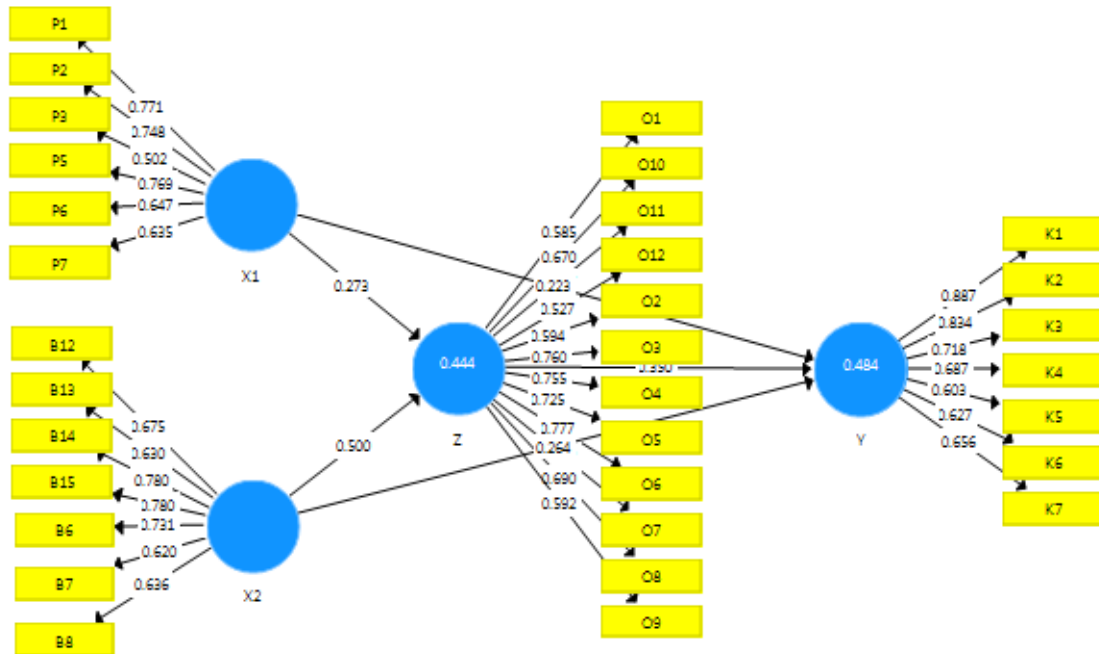


Figure 2. Path Diagram Model

Discussion

The results showed that job satisfaction had no significant effect on employee performance. This finding is supported by research conducted by previous studies (e.g., [Apsari, 2019](#); [Crossman et al., 2003](#); [Iffaldano and Muchinsky, 1986](#); [Pawirosumarto et al. 2017](#); [Soomro et al., 2018](#); [Sutopo, 2018](#); [Windari et al., 2014](#)) that job satisfaction have no effect on employee performance. Job satisfaction cannot affect the employee's performance of P.T. Magnum Attack Indonesia. During the pandemic, they prioritize working optimally and establishing proper social relationships by following rules such as maintaining distance and avoiding crowding, instead of relying solely on job satisfaction as a benchmark for performance improvement. Instead, factors that can increase job satisfaction are psychological, physical, and social.

Second, job satisfaction shows no significant effect on OCB. When associated with the results of previous studies, this research is in line with the opinion of [Mehboob and Bhuto \(2012\)](#), [Kim \(2006\)](#), [Sudarmo and Wibowo \(2018\)](#), and [Ningsih & Arsanti \(2014\)](#) that job satisfaction has no significant effect on OCB. Job satisfaction of employees of P.T. Magnum Attack Indonesia does not have an impact on OCB (Organizational Citizenship Behavior). OCB is voluntary work that employees genuinely engage in to assist their colleagues after completing their own tasks. When employees have a strong sense of company membership, they are more likely to exhibit positive behavior, maintain discipline, and assist others

Third, organizational culture has no significant effect on employee performance. this study confirms the results of previous studies ([Gencer et al., 2023](#); [Girsang, 2019](#); [Huey Yiing & Zaman, 2009](#); [Raharjo et al., 2018](#); [Wahyudi & Tupti, 2019](#)) who showed that

organizational culture had no significant effect on employee performance. The organizational culture of P.T. Magnum Attack Indonesia cannot affect employee performance. To carry out employee performance activities, the company must be able to provide an understanding of the impact of organizational culture formation on all employees. This company's organizational culture is result-oriented, works fiercely, and strives for and preserves workplace stability.

Fourth, organizational culture has a significant effect on OCB. The findings in this study are in line with research conducted by [Erkutlu \(2010\)](#), [Jain \(2015\)](#), [Hardaningtyas \(2004\)](#), [Nugraha & Adnyani \(2018\)](#), [Mahayasa et al. \(2018\)](#) and [Mahardika & Wibawa \(2019\)](#) that organizational culture has a significant effect on OCB. P.T. Magnum Attack Indonesia's organizational culture can affect OCB. The most influential factor in the company's organizational culture is result-oriented. Employees can successfully organize work. Furthermore, each employee has an express or clear goal. Employees can provide clear work directions and set realistic work goals if necessary. According to the findings of the study, results orientation is regarded as the best indication of organizational culture. However, this result is not supported by the estimated loading value. According to the results of the variable measurement model, the most dominant element affecting organizational culture level is the behavior of maintaining stability, which encompasses physically and mental stability as well as not forcing oneself at work.

Fifth, the effect of OCB on employee performance shows insignificant results. This is in line with the results of research conducted by [Mendo \(2016\)](#), [Munawir et al. \(2019\)](#), [Shahin et al. \(2014\)](#), and [Rahayu & Yanti \(2020\)](#) that OCB has no significant effect on employee performance. P.T. Magnum Attack Indonesia is well-known for the high quality of its employee performance. The most important metric of employee success is working completion accuracy. Employees can complete work on time, follow the procedures, and meeting the standards set by the company. In other words, employees can achieve the company's quality and quantity targets. When the average value of the respondent's statement items is considered, the study's results show that accuracy in completing work is the indication that best expresses the values of employee performance. This finding is in line with the estimated loading value, which shows that accuracy in completing work is the most dominant indicator.

Sixth, OCB did not mediate the effect of job satisfaction on employee performance. This corroborates [Sari and Susilo \(2018\)](#), [Wicaksono & Gazali \(2021\)](#), and [Maryati & Fernando \(2018\)](#), who state that OCB does not mediate the relationship between job satisfaction and employee performance. Employees do not believe that performance can increase with job satisfaction. Thus, OCB cannot mediate the relationship between the two. They do OCB for personal gain, not because of the rules or management about OCB.

Lastly, OCB is not a mediator in the relationship between organizational culture and employee performance. This finding corroborates [Lovihan's \(2014\)](#) and [Taufiqurrohman's \(2020\)](#) opinions. They say OCB cannot mediate organizational culture and employee performance. Employees in P.T. Magnum Attack Indonesia do not believe the existence of organizational culture can increase that performance. They do OCB for personal gain, not because of the rules or management about OCB, which eventually becomes a culture in the organization. Ultimately, the outcome relies on each individual employee.

According to the study, fostering a culture of caring for colleagues, work discipline, mutual respect, and co-worker assistance can enhance the Organizational Citizenship

Behaviour (OCB) of individual employees at P.T. Magnum Attack Indonesia, which in turn can contribute to the development of a favourable organizational culture.

Conclusion

This study concludes that there is no effect between job satisfaction and employee performance and OCB. Organizational culture has no effect on employee performance, and OCB and employee performance. Only organizational culture can affect OCB but has a significant effect on OCB. OCB has no significant effect on employee performance. OCB cannot mediate the effect of job satisfaction and organizational culture on employee performance. The study has some limitations that require further investigation, along with suggestions for future research. Since the data was collected through a survey, there is a possibility that the popular method variance may have artificially inflated the observed associations. Therefore, future studies should collect measures of the independent and dependent variables from different sources to mitigate the impact of popular method bias.


Authors' Declaration

The authors made substantial contributions to the conception and design of the study. The authors took responsibility for data analysis, interpretation and discussion of results. The authors read and approved the final manuscript.

ORCID

Setiani  <https://orcid.org/0000-0002-7566-7358>

Siswanto  <https://orcid.org/0000-0003-0190-627X>

Siti Robithoh  -

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