

# The Influence of Employee Income Improvement Benefits, Organizational Justice, and Organizational Citizenship Behavior on Employee Performance with Work Motivation Variables as Mediated Variables

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**Abstract.** The research aimed to investigate the relationships between various factors, including employee income improvement benefits, organizational justice, organizational citizenship behavior, work motivation, and employee performance. The study focused on village employees in the East Tegal District (47 employees) and the West Tegal District (56 employees), with a total population of 103 employees. Data was collected through questionnaires, and the analysis included testing instrument validity and reliability, descriptive statistics, and quantitative analysis. The findings revealed that organizational justice and organizational citizenship behavior positively influenced work motivation, while employee income improvement benefits did not. However, employee income improvement benefits, organizational justice, organizational citizenship behavior, and work motivation all had a positive impact on employee performance. The study also found that work motivation mediated the effects of organizational justice and organizational citizenship behavior on employee performance, but not the effect of employee income improvement benefits on employee performance.

**Keywords:** Employee TPP, Organizational Justice, Organizational Citizenship Behavior, Work Motivation, Employee Performance

## 1. Introduction

Factors that affect performance can come from the employees themselves or from outside [1]. Every employee has different work goals, therefore by being aware of these differences, a leader must be able to align the goals to be achieved by each employee so that it will encourage employees to work effectively and efficiently while still paying attention to the applicable rules, which will ultimately improve employee performance. One of the factors that affect performance is the provision of income improvement allowances (TPP) to civil servants which can motivate employees to carry out their duties and responsibilities for their work quickly and correctly [2].

The TPP policy was given to ASN with the hope of having an impact on improving employee welfare. TPP is one of the external factors that influence efforts to increase work motivation and employee performance. Provision of TPP based on Tegal Mayor Regulation Number 840.4/027/2021 concerning Standards for Amount, Timing and Stages of Providing Additional Income in the Tegal City Government Environment. The provision of TPP to each

ASN is intended to ensure employee welfare for the appreciation of high performance and discipline and a full sense of responsibility for devoting oneself to the agency [3].

Employees will try to have high work performance if they feel justice in the organization where they work. Real organizational justice that companies need to prioritize, namely employees must feel that they are treated fairly, that procedures and results are fair. This fair concept includes several things that are of concern to companies including the division of labor, wages, awards, treatment, and other things that determine the quality of interactions within the company. Justice is a universal norm and becomes a human right, because the existence of everyone in any situation and context requires that other parties, including in organizations, be treated fairly [4].

High employee performance will encourage the emergence of organizational citizenship behavior (OCB), namely behavior beyond what has been standardized by the company (Kreitner and Kinicki, 2019). OCB is very important to support the effectiveness of organizational functions, especially in the long term. According to [5] OCB is also often interpreted as behavior that exceeds formal obligations (extra roles) that are not related to direct compensation. That is, someone who has high OCB is willing not to be paid in the form of money or certain bonuses, but rather to the social behavior of each individual, to work beyond what is expected, such as helping colleagues during recess voluntarily.

The Kelurahan has the task of carrying out some coordination, integration, simplification and synchronization vertically and horizontally both within the Subdistrict and Kelurahan as well as other agencies in accordance with their respective main tasks. The sub-district is domiciled as an apparatus of the City/Regency Government which has a certain work area and is led by the lurah which is under and responsible to the Mayor through the Camat. As a public service agency, the kelurahan has the task of administering government affairs, empowerment and community service as well as public order and peace and the environment in one kelurahan area [5].

Based on the results of observations made by researchers, several problems regarding performance were found, namely that employee performance was not optimal due to a lack of employee motivation to develop and lack of employee discipline in obeying regulations. The achievement of these goals needs to be supported by high-performing human resources, but currently, the performance of sub-district officials in the East Tegal District and West Tegal District cannot be said to be optimal [6]. An indication of not yet optimal employee performance can be seen from the lack of ability of employees to master their respective fields and duties. This can be seen from the errors in printing documents, there are still delays in submitting monthly reports, employees are waiting for orders to do work if they have been ordered by superiors, the desire of employees to develop is lacking, there are still employees who come and go home from work not on time and fluctuate the level of attendance and absence of sub-district employees can be seen from the number of absences from work due to illness, reasons for permission, taking leave and without explanation. The following is data regarding the attendance of Kec. East Tegal District and West Tegal District.

**Table 1.** Kec. Employee Attendance Data East Tegal and Kec. West Tegal

No	Month	district East Tegal			district West Tegal		
		Number of Employees	Late	Without explanation	Number of Employees	Late	Without explanation
1	January	47	7	0	56	9	3

	Februar						
2	y	47	8	3	56	11	5
3	March	47	9	2	56	7	4
4	April	47	6	2	56	8	5

Source: East Tegal District and West Tegal District (2022)

The data above shows that there are still employees who are absent without explanation and there are some employees who arrive late to work. Employees who arrive late or even attend without explanation will hinder the completion of work.

Problems related to OCB among village officials in East Tegal and West Tegal Districts, namely when there is a problem experienced by one of the employees, the other employees do not provide solutions or suggestions directly but suggest that the resolution of the problem be discussed with the leadership, and between one employee and another employee is less helpful or less cooperative. There are still employees who arrive late or are leaving, then in the service department when the employee is not in place then it is left empty and no one replaces it [7].

Based on the background explanation, it is interesting to carry out research with the title "The Effect of Employee Income Improvement Benefits, Organizational Justice and Organizational Citizenship Behavior on Employee Performance with Work Motivation Variables as Mediating Variables (Studies on Village Office Employees in the East Tegal District and West Tegal District, Tegal City)".

## 2 Method

Based on the explanation above, the conceptual framework can be described as follows:

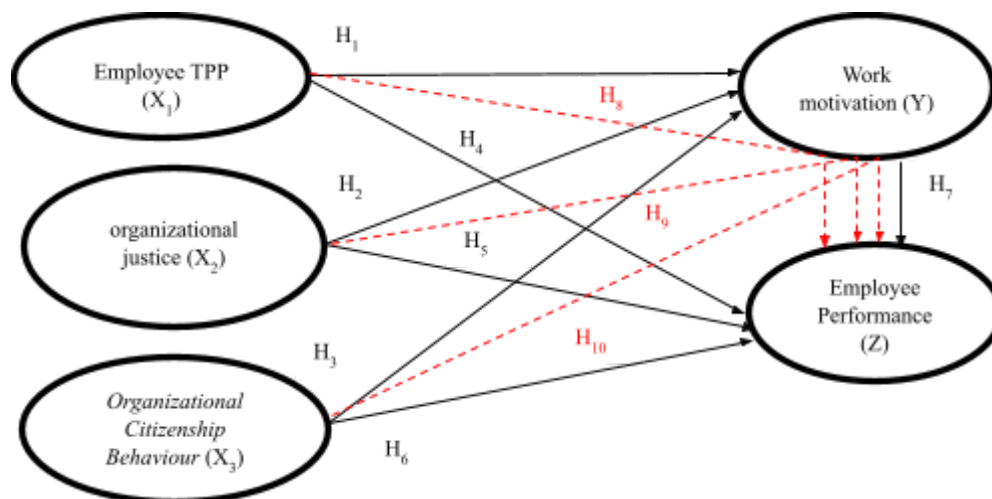


Figure 1. Conceptual Thinking Framework

In this study included in the survey research design. The population in this study were all village employees in the East Tegal District, totaling 47 employees and village employees in the West Tegal District, totaling 56 employees, so the total population of this study was 103 employees. The technique used to collect data in this study is a questionnaire [8].

### 3. Discussion

#### 1. Descriptive Statistical Analysis

**Table 2.** Descriptive Statistical Analysis of Employee Income Improvement Benefits Variable

<b>Dimensions</b>	<b>Index Score (%)</b>	<b>Category</b>
Fair principle	87,73	Tall
Basic worth	87,17	Tall
Reasonable principle	88,14	Tall
Average Index	87,68	Tall

Source: Processed primary data, 2022

average value for the employee income improvement allowance variable is 87.68 and is included in the high category. This means that according to the respondent, the employee salary improvement allowance received has been based on employee performance achievements that meet the principles of fairness, properness and reasonableness.

**Table 3.** Descriptive Statistical Analysis of Organizational Justice Variables

<b>Dimensions</b>	<b>Index Score (%)</b>	<b>Category</b>
Distributive justice	87,31	Tall
Procedural justice	90,29	Tall
Procedural justice	92,72	Tall
Informational justice	92,30	Tall
Average Index	90,66	Tall

Source: Processed primary data, 2022

Based on table 3 above, it is known that the average value for the organizational justice variable is 90.66 and is included in the high category, this means that employees feel they are treated fairly when working in agencies. Perceived fairness includes fairness for rewards received, fairness for promotions and awards, fairness when interacting with other employees and fairness for giving information that is conveyed honestly.

**Table 4.** Descriptive Statistical Analysis of Organizational Citizenship Behavior (OCB) Variables

<b>Dimensions</b>	<b>Index Score (%)</b>	<b>Category</b>
<i>Altruism</i>	87,03	Tall
<i>Constiousness</i>	86,27	Tall
<i>Courtesy</i>	91,54	Tall
<i>Sportmanship</i>	89,53	Tall
<i>Civic virtue</i>	88,83	Tall
Average Index	88,64	Tall

Source: Processed primary data, 2022

Based on table 4 above, it is known that the average value for the OCB variable is 88.64 and is included in the high category, this means that employees have the behavior of doing tasks voluntarily that exceeds the roles and responsibilities that become their duties. These behaviors include helping other employees, accelerating task execution, communicating well, and participating directly and supporting better strategies.

**Table 5.** Descriptive Statistical Analysis of Work Motivation Variables

<b>Dimensions</b>	<b>Index Score (%)</b>	<b>Category</b>
Need for achievement	87,45	Tall
The need for affiliation	86,55	Tall
The need for power	76,98	Tall
Average Index	83,66	Tall

Source: Processed primary data, 2022

Based on table 5 above, it is known that the average value for the work motivation variable is 83.66 and is included in the high category, this means that employees have high motivation, namely encouragement from within themselves that is able to move and direct themselves to complete work consciously, passionately and responsibly. This motivation arises because of the drive or need for achievement, affiliation and the need to be able to influence others [9].

**Table 6.** Descriptive Statistical Analysis of Employee Performance Variables

<b>Dimensions</b>	<b>Index Score (%)</b>	<b>Category</b>
<i>Quality of work</i>	86,69	Tall
<i>Quantity of work</i>	86,62	Tall
<i>Job knowledge</i>	87,66	Tall
<i>Creativeness</i>	87,52	Tall
<i>Cooperative</i>	91,68	Tall
<i>Personal quality</i>	89,74	Tall
Average Index	88,31	Tall

Source: Processed primary data, 2022

Based on table 6 above, it is known that the average value for the employee performance variable is 88.31 and is included in the high category, this means that employees have work results and work behavior in completing tasks and responsibilities properly.

## 2. Partial Least Square Analysis

Convergent validity aims to determine the validity of the relationship between indicators and their constructs. Each construct is considered reliable if it has a correlation value (outer loading) above 0.500.

**Table 7.** Convergent Validity Test Results

<b>Statement Code</b>	<b>Outer Loading</b>	<b>Information</b>
TPP1	0,752	Valid
TPP2	0,749	Valid
TPP3	0,797	Valid
TPP4	0,866	Valid

<b>Statement Code</b>	<b>Outer Loading</b>	<b>Information</b>
TPP5	0,840	Valid
TPP6	0,872	Valid
KOG1	0,716	Valid
KOG2	0,710	Valid
KOG3	0,842	Valid
KOG4	0,627	Valid
KOG5	0,715	Valid
KOG6	0,774	Valid
KOG7	0,130	Valid
KOG8	0,802	Valid
OCB1	0,717	Valid
OCB2	0,704	Valid
OCB3	0,743	Valid
OCB4	0,739	Valid
OCB5	0,736	Valid
OCB6	0,699	Valid
OCB7	0,718	Valid
OCB8	0,723	Valid
OCB9	0,706	Valid
OCB10	0,709	Valid
MKJ1	0,660	Valid
MKJ2	0,806	Valid
MKJ3	0,603	Valid
MKJ4	0,558	Valid
MKJ5	0,657	Valid
MKJ6	0,618	Valid
KPG1	0,595	Valid
KPG2	0,575	Valid
KPG3	0,639	Valid
KPG4	0,690	Valid
KPG5	0,701	Valid
KPG6	0,828	Valid

<b>Statement Code</b>	<b>Outer Loading</b>	<b>Information</b>
KPG7	0,819	Valid
KPG8	0,750	Valid
KPG9	0,592	Valid
KPG10	0,754	Valid
KPG11	0,694	Valid
KPG12	0,800	Valid

Source: Processed primary data, 2022

Table 7 is the result of the outer loading of variables in this study which consists of 42 statement items. Based on the results in the table above, the outer loading value or correlation between the indicator and the construct has a value above 0.500 so that none of the 42 statements used in this study were excluded from the model.

suggests using AVE (average variance extracted) as a measure of convergent validity, where a minimum AVE value of 0.500 indicates a good measure of convergent validity [10].

**Table 8.** Discriminant Validity Test Results

<b>Variable</b>	<b>Average Variance Extracted (AVE)</b>	<b>Criteria</b>
Employee income improvement benefits	0,663	Qualify
organizational justice	0,567	Qualify
<i>Organizational citizenship behaviour</i>	0,518	Qualify
Work motivation	0,529	Qualify
employee performance	0,502	Qualify

Source: Processed primary data, 2022

Based on table 8 it can be seen that all variables have high discriminant validity values, namely above 0.5 so that based on the table a conclusion can be drawn that the data model tested meets the discriminant validity requirements.

Composite reliability measures the true value of the reliability of a construct. Composite reliability is considered better in estimating the internal consistency of a construct:

**Table 9.** Composite Reliability Test Results

<b>Variable</b>	<b>Composite Reliability</b>	<b>Criteria</b>
Employee income improvement benefits	0,922	Reliable
organizational justice	0,912	Reliable
<i>Organizational citizenship behaviour</i>	0,915	Reliable
Work motivation	0,816	Reliable
employee performance	0,922	Reliable

Source: Primary data processed, 2022

The construct is said to be reliable if the composite reliability is more than 0.70 so that it can be concluded that the variables tested are valid and also reliable, so that it can be continued to test the structural model.

### 3. Measuring the Inner Model

R-square (R2 can be interpreted as the diversity of exogenous constructs simultaneously). The R2 value is used to measure the level of variation in the independent variable changes to the dependent variable. The higher the R2 value means the better the prediction model of the proposed research model

**Table 10.** R-square value results

No	Information	R-square	R-Square Adjusted
1	Work motivation (Y)	0,462	0,446
2	Employee Performance (Z)	0,631	0,616

Source: Primary data processed, 2022

1) The R-square value of the primary data processing results of the work motivation variable is 0.462. The R-square value of 0.462 means that the variability of the work motivation construct can be explained by the construct of employee income improvement benefits, organizational justice and organizational citizenship behavior of 46.2% or it can be said that the magnitude of the effect of employee income improvement benefits, organizational justice and organizational citizenship behavior on work motivation is 46.2%.

2) The R-square value of the results of primary data processing of employee performance variables is 0.631. The R-square value of 0.631 means that the variability of constructs of employee performance can be explained by the construct of benefits for improving employee income, organizational justice, organizational citizenship behavior and work motivation which is 63.1% or it can be said that the magnitude of the influence of benefits for improving employee income, organizational justice, organizational citizenship behavior and work motivation on employee performance is 63.1%.

Making a decision to accept or reject a hypothesis in the PLS method on direct effects is based on the significance value (P Value), and the t\_count value. The criterion for accepting or rejecting the hypothesis is if the t\_count significance value is > 1.96 and or the p-value is <0.05 at a significance level of 5% ( $\alpha$  5%) then Ha is accepted and Ho is rejected, conversely if the t-value is <1.96 and or the p-value is > 0.05 at a significance level of 5% ( $\alpha$  5%) then Ha is rejected and Ho is accepted. The results of calculating the t-statistic estimation can be seen in the path coefficient results in the table below:

**Table 11.** Inner Model Measurement Results

Information	Original Sample (O)	t-Statistics ( O/STDEV )	p-value	Decision
Employee TPP (X <sub>1</sub> ) □ Work motivation (Y)	0,026	0,286	0,775	No effect
Keadilan Organisasi (X <sub>2</sub> ) □ Work motivation (Y)	0,316	3,302	0,001	Take effect
OCB (X <sub>3</sub> ) □ Work motivation (Y)	0,403	3,911	0,000	Take effect



Information	Original Sample (O)	t-Statistics ( O/STDEV )	p-value	Decision
Employee TPP (X <sub>1</sub> ) □ Employee Performance (Z)	0,318	2,481	0,013	Take effect
Organizational Justice (X <sub>2</sub> ) □ Employee Performance (Y)	0,190	2,106	0,036	Take effect
OCB (X <sub>3</sub> ) □ Employee Performance (Z)	0,289	2,100	0,036	Take effect
Work motivation (Y) □ Employee Performance (Z)	0,164	2,002	0,046	Take effect

Source: Processed primary data, 2022

Based on table 4.19, it can be interpreted as follows:

a. The original TPP sample value for employees on work motivation is 0.026 with a tcount value of 0.286 < 1.96 and has a p-value of 0.775 > 0.05 so it means that TPP employees have no effect on work motivation.

b. The original sample value of organizational justice on work motivation is 0.316 with a tcount of 3.302 > 1.96 and has a p-value of 0.001 < 0.05 so it means that organizational justice has a positive effect on work motivation.

c. The original sample organizational citizenship behavior value on work motivation is 0.403 with a tcount value of 3.911 > 1.96 and has a p-value of 0.000 < 0.05 so it means that organizational citizenship behavior has a positive effect on work motivation.

d. The original value of the Employee TPP sample on employee performance is 0.318 with a tcount value of 2.481 > 1.96 and has a p-value of 0.013 < 0.05 so it means that the Employee TPP has a positive effect on employee performance.

e. The original sample value of organizational justice on employee performance is 0.190 with a tcount of 2.106 > 1.96 and has a p-value of 0.036 < 0.05 so it means that organizational justice has a positive effect on employee performance.

f. The original sample organizational citizenship behavior value on employee performance is 0.289 with a tcount value of 2.100 > 1.96 and has a p-value of 0.036 < 0.05 so it means that organizational citizenship behavior has a positive effect on employee performance

g. The original sample value of work motivation on employee performance is 0.164 with a tcount value of 2.002 > 1.96 and has a p-value of 0.046 < 0.05 so it means that work motivation has a positive effect on employee performance

h. In order to test the eight to ten hypotheses, the Sobel test is used.

Calculation of the influence of Employee TPP on employee performance through work motivation using the Sobel test is shown below [11]:

$$\text{S.E. MKZ} \square \text{TPPX1} = 0,091$$

$$\text{Beta KJY} \square \text{MKZ} = 0,164$$

$$\text{Beta MKZ} \square \text{TPPX1} = -0,026$$

$$\text{S.E. KJY} \square \text{MKZ} = 0,082$$

$$\text{UnBeta MKZ} \square \text{TPPX1} = 0,004$$

The calculation of the Sobel Test can then be known as follows:

$$Sab = \sqrt{(0,164^2 \times 0,091^2) + (-0,026^2 \times 0,082^2) + (0,004^2 \times 0,082^2)}$$

$$Sab = \sqrt{(0,0002) + (0,0000) + (0,000)}$$

$$Sab = \sqrt{0,002}$$

$$Sab = 0,0151$$

$t = \frac{ab}{Sab} = \frac{-0,026 \times 0,164}{0,0151} = \frac{-0,004}{0,0151} = -0,283$  The calculation of the Sobel Test can then be known from the results of the Sobel test calculation, it is known that the t-statistic value is  $-0.283 < -1.96$  at a significant 0.05 which means that work motivation has not been able to mediate the influence of employee TPP on employee performance.

i. Calculation of the effect of organizational justice on employee performance through work motivation using the Sobel test is shown below:

$$\begin{aligned} \text{S.E. MKZ} \square \text{KOGX2} &= 0,070 \\ \text{Beta KJY} \square \text{MKZ} &= 0,164 \\ \text{Beta MKZ} \square \text{KOGX2} &= 0,320 \\ \text{S.E. KJY} \square \text{MKZ} &= 0,082 \\ \text{UnBeta MKZ} \square \text{KOGX2} &= 0,053 \end{aligned}$$

The calculation of the Sobel Test can then be known as follows

$$Sab = \sqrt{(0,164^2 \times 0,070^2) + (0,320^2 \times 0,082^2) + (0,053^2 \times 0,082^2)}$$

$$Sab = \sqrt{(0,0001) + (0,0007) + (0,000)}$$

$$Sab = \sqrt{0,008}$$

$$Sab = 0,0290$$

$$t = \frac{ab}{Sab} = \frac{0,32 \times 0,164}{0,0290} = \frac{0,052}{0,0290} = 1,97$$

From the results of the Sobel test calculation, it is known that the t-statistic value is  $1.97 > 1.96$  at a significant 0.05 meaning that work motivation is able to mediate the influence of organizational justice on employee performance.

j. Calculation of the effect of organizational citizenship behavior on employee performance through work motivation using the Sobel test is shown below:

$$\begin{aligned} \text{S.E. MKZ} \square \text{OCBX3} &= 0,103 \\ \text{Beta KJY} \square \text{MKZ} &= 0,164 \\ \text{Beta MKZ} \square \text{OCBX3} &= 0,403 \\ \text{S.E. KJY} \square \text{MKZ} &= 0,082 \\ \text{UnBeta MKZ} \square \text{OCBX3} &= 0,066 \end{aligned}$$

The calculation of the Sobel Test can then be known as follows:

$$Sab = \sqrt{(0,164^2 \times 0,103^2) + (0,403^2 \times 0,082^2) + (0,066^2 \times 0,082^2)}$$

$$Sab = \sqrt{(0,0003) + (0,0011) + (0,000)}$$

$$Sab = \sqrt{0,0014}$$

$$Sab = 0,0375$$

$$t = \frac{ab}{Sab} = \frac{0,403 \times 0,164}{0,0375} = \frac{0,067}{0,034} = 1,971$$

From the results of the Sobel test calculation, it is known that the t-statistic value is  $1.971 > 1.96$  at a significant 0.05, thus it can be interpreted that work motivation is able to mediate the effect of organizational citizenship behavior on employee performance.

#### 4. Conclusion

testing of the tested hypotheses, several conclusions were drawn, namely organizational justice and organizational citizenship behavior had a positive effect on work motivation while employee income improvement allowances did not affect work motivation. Employee income improvement benefits, organizational justice, organizational citizenship behavior and work motivation have a positive effect on employee performance. Work motivation is able to mediate the effect of organizational justice and organizational citizenship behavior on employee performance but has not been able to mediate the effect of employee income improvement benefits on employee performance.

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