

THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND JOB SATISFACTION ON THE PERFORMANCE OF EMPLOYEES OF BIRO HUKUM SEKRETARIAT DAERAH PROVINSI SULAWESI SELATAN

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Abstract

This study aims to analyze the effect of organizational citizenship behavior and job satisfaction on the performance of employees of the Legal Bureau of the Regional Secretariat of South Sulawesi Province. This research uses quantitative methods with descriptive approaches and multiple linear regression analysis. The sampling technique used saturated samples with 66 employees as respondents. The data obtained were analyzed using the t test, f test and determination coefficient test to test the effect of organizational citizenship behavior variables and job satisfaction on employee performance. The results showed that organizational citizenship behavior and job satisfaction had a positive and significant effect on employee performance both partially and simultaneously. The significance value for organizational citizenship behavior is 0.019 and the t-count value is 2.403 greater than the t-table and the significance value of job satisfaction is 0.017 and the t-count value is 2.454 greater than the t-table, which shows a positive and significant effect. Simultaneously, organizational citizenship behavior and job satisfaction contribute greatly to employee performance. This research suggests that organizations should be more proactive in encouraging organizational citizenship behavior or employee voluntary behavior and increasing employee job satisfaction through managing a conducive work environment, appreciation and improving work facilities so as to create optimal and sustainable employee performance.

Keywords: Organizational Citizenship Behavior, Job Satisfaction, Employee Performance.

INTRODUCTION

Every organizational institution certainly desires success. This applies to every organizational institution, whether managed by the government or privately, large or small

institutions, or institutions engaged in services or goods. Every organization has regulations that bind its employees. These regulations are usually created to support the organization's vision and mission and to help achieve the organization's goals. Whether the goals of the organizational institution are achieved or not greatly depends on the resources available within the organizational institution.

Human resources are the main driving factor and the most important aspect in the operation of an organizational institution, so an institution requires competent, enthusiastic, innovative, resilient human resources with good prosocial attitudes or behaviors to be able to compete in the current era of globalization. Therefore, high-quality human resources undoubtedly become a benchmark for every institution so that it can provide significant benefits to the institution in the future (Sewang et al., 2024:76).

In realizing the vision and mission of an institution, it is also necessary to be supported by good performance from the employees. An organization, whether a government agency or a private entity, greatly needs the role of good employee performance. Therefore, every organization believes that to achieve excellence, it must strive to improve and enhance performance down to the individual level as much as possible, because fundamentally, good individual performance will influence team work and the performance of the organization itself. According to Fatmawati (2023:44), performance is something that can be achieved by individuals or groups, both in terms of quality and quantity, in accordance with the characteristics of the job and responsibilities to achieve the organization's vision and mission.

In an effort to improve employee performance, one important factor that can support this is employees who possess competencies related to personal characteristics that can be demonstrated through their knowledge, abilities, and behaviors. In terms of behavior, employee performance will improve if employees demonstrate and highlight positive, prosocial, and voluntary behaviors. According to Nurfitriani (2023:300), the behavior expected from employees by the organization is not only in-role behavior but also extra-role behavior. Extra-role behavior is very important for the organization, as it involves voluntary efforts to achieve good service quality. This requires employees to not only perform their jobs according to their job descriptions but also to exceed the demands, roles, tasks, and formal responsibilities at the workplace. This behavior is known as extra-role behavior.

Organizational Citizenship Behavior (OCB) is behavior that is consciously and voluntarily performed outside the formal job description, and if it is not performed, there will be no sanctions. According to Meri Sandora & Yasni, (2024:9) Organizational Citizenship Behavior (OCB) involves several behaviors including helping fellow coworkers, volunteering for extra tasks at work, and others. This behavior reflects the added value of employees, which is a form of prosocial behavior, namely positive, constructive, and meaningful social behavior that helps others. Without the voluntary behavior (OCB) from employees, it will become an obstacle to achieving goals and cause various problems such as personal issues among coworkers, lack of ethical responsibility, and the ineffectiveness of an organization. Therefore, Organizational Citizenship Behavior (OCB) needs to be highlighted or emphasized within the organization Anwar, (2021:37).

Job satisfaction as one of the factors that can influence employee performance. Job satisfaction is an employee's attitude towards their work that is related to the work situation, cooperation among employees, rewards received in work, and matters concerning physical and psychological factors. According to Totos et al., (2023:622), job satisfaction is an emotional state that is pleasant or unpleasant for employees regarding their work. Employees those who do not achieve job satisfaction will never attain psychological satisfaction and will ultimately develop negative attitudes or behaviors, which in turn will lead to frustration. Conversely, if employees are satisfied, they will be able to work well, with enthusiasm, actively, and perform better than those who do not achieve satisfaction. Therefore, job satisfaction is an important aspect of human resources because it can influence employee productivity and performance at work (Saputra, 2022:72).

The Legal Bureau of the Regional Secretariat of South Sulawesi Province, located on the 3rd and 4th floors of the Regional Secretariat building of South Sulawesi Province at Jl. Urip Sumaharjo No. 2069, Panaikang, Panakkukang District, Makassar City, South Sulawesi 90231. Based on the South Sulawesi Regional Regulation Number 10 of 2016 concerning the Formation and Structure of Regional Devices, as amended by Regional Regulation Number 11 of 2019, the Legal Bureau is one of the 8 (eight) work units within the South Sulawesi Provincial Regional Secretariat, which is a type A regional device. In the structure of the Regional Apparatus, the position of the Legal Bureau is under the coordination of the Assistant for Government and People's Welfare of the South Sulawesi Provincial Secretariat.

Furthermore, in the South Sulawesi Governor's Regulation Number 50 of 2021 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of Regional Devices of South Sulawesi Province, the Legal Bureau is led by a Head of Bureau and has 2 (two) Head of Sections and 1 (one) Head of Subsection positions, as well as 1 (one) Coordinator and 8 (eight) Subcoordinators. The number of employees in the Legal Bureau of the South Sulawesi Provincial Regional Secretariat is as follows:

Table 1.1 Number of Employees in the Legal Bureau of the Regional Secretariat of South Sulawesi Province.

No	Keterangan	Jumlah
1	Civil Servant	42 Civil Servant
2	PPPK Employees	9 Civil Servant
3	Non-ASN Employees	15 Civil Servant
Total		66 Civil Servant

Source: Administrative Section of the Legal Bureau of the South Sulawesi Provincial Secretariat

The Legal Bureau of the Regional Secretariat of South Sulawesi Province, in addition to handling tasks in the field of legal assistance, provincial and regency/municipality legislation, one of the focuses of the Legal Bureau's performance is the development of a legal information system based on information technology integrated into the South Sulawesi Legal Documentation and Information Network (JDIH) website.

The problem faced by the Legal Bureau of the Regional Secretariat of South Sulawesi Province is certainly related to employee performance. Based on the results of observations and interviews conducted by the researcher, the agency is not yet satisfied with the work results or employee performance. Where the employees of the Legal Bureau of the Regional Secretariat of South Sulawesi Province have a lack of responsibility in performing their duties, resulting in the employees' performance that

produced suboptimally such as delays in completing legal administrative tasks, delays in providing legal recommendations. This could be caused by the lack of organizational citizenship behavior (OCB) among employees, such as helping colleagues who have not completed their tasks, as well as the lack of job satisfaction due to inadequate working facilities. From the interview results, it was also stated that the performance produced by the employees is not yet optimal, and many employees arrive late to work, indicating a lack of discipline among the employees, which affects their work results. This is also supported by the following employee attendance data:

Table 1.2 Recapitulation of Employee Attendance for the Legal Bureau of the Regional Secretariat of South Sulawesi Province for the Period January-August 2024.

Month	Number of Employees	Workday	Number of Absences		
			Late	Pain	Permission
January	66	21	7 people	4 people	1 people
February	66	19	3 people	2 people	3 people
March	66	18	4 people	2 people	0
April	66	16	5 people	5 people	3 people
May	66	18	7 people	0	0
June	66	21	2 people	2 people	0
July	66	23	5 people	1 people	1 people
August	66	22	7 people	4 people	2 people

Source: Administrative Section of the Legal Bureau of the South Sulawesi Provincial Government Secretariat

Based on the attendance recap, it can be seen in the employee absenteeism column that an average of 5-7 employees arrive late to the office each month. This indicates a lack of employee motivation, which can affect their performance in carrying out tasks. This is supported by

Robbins' opinion in Fatmawati (2023:43), which states that performance is a human output that can be measured from several aspects, one of which is the absenteeism rate. Therefore, if the level of employee absenteeism is undisciplined, it greatly affects the performance results produced by the employees. And based on the observations conducted by the researcher, many employees leave before the end of their working hours, and many employees feel that the lack of adequate facilities causes dissatisfaction in their work, which can result in subpar and less than optimal performance.

If related to the level of discipline among employees in the Legal Bureau of the South Sulawesi Provincial Secretariat, it is still considered low. This causes other colleagues to bear a heavier workload and ultimately can lead to a decline in the performance of each individual as well as the overall productivity of the organization. Furthermore, the number of tasks that employees can complete has not yet met the expected targets, indicating that there are obstacles in the number of tasks assigned. This can be seen from the employee performance achievements in the following table:

Table 1.3 Recapitulation of Performance Achievements of Employees of the Legal Bureau of the Regional Secretariat of South Sulawesi Province for the Period January-October 2024.

No	Month	Number of Employees	Number of Functions and Duties of the Legal Bureau	Work Realization	Percentage
1	January	66	23	18	78,26
2	February	66	20	16	80
3	March	66	31	25	80,64
4	April	66	35	26	74,28
5	May	66	28	26	92,85
6	June	66	21	21	100
7	July	66	34	29	85,29
8	August	66	40	31	77,5
9	September	66	28	21	75
10	October	66	30	22	73,33

Source: Administrative Section of the Legal Bureau of the South Sulawesi Provincial Government Secretariat

Based on the table above, it is evident that the performance achievement of employees in carrying out their duties or tasks in the legal bureau of the provincial regional secretariat of South Sulawesi has not yet reached the ideal level, as the implementation of these duties each month has not been completed by the employees. From the data above, the difference between the number of tasks and the realization of work shows a discrepancy, where each month the tasks are only realized at 81.05%. Therefore, it can be concluded that the performance of the

employees in the legal bureau of the provincial secretariat of South Sulawesi has not yet reached an ideal or optimal result. Several previous studies related to the OCB variable conducted by Fadly et al. (2021:85) found that OCB significantly affects the performance of employees at the Banjarmasin Subdistrict Office. Another study conducted by Yuwanda & Pratiwi (2020:59) found results.

that OCB has a positive and significant impact on the performance of PT. Semen Padang employees. This indicates that if the five OCB indicators are well implemented in an organization or company, they will add value and can improve the performance of the employees and the organization. However, there is a study with different results conducted by Lukito (2023:32) which found that OCB does not directly affect employee performance, so it can be concluded that to improve employee performance, other variables are needed to strengthen the research results. Other research results on the variable of job satisfaction conducted by Paparang et al., (2021:123) and Wahyuni, (2023:172) show that job satisfaction has a significant impact on employee performance. This means that the higher the level of job satisfaction felt by employees, the more it can improve the performance of employees and the organization or institution.

RESEARCH METHOD

The type of research in this study is quantitative research using a descriptive approach. Kurniawan & Puspitaningtyas (2016:40) state that quantitative research is related to the variables to be studied and is used to test hypotheses by examining the relationships between variables in the research. Creswell & Creswell (2016) state that quantitative research is research that tests a specific theory by analyzing the relationship between the variables being studied through the measurement of variables using research instruments, thereby producing data in numerical form.

Research design is a perspective or model or mindset that outlines various variables to be studied, then establishes relationships between one variable and another so that the research problem can be easily formulated, relevant theory selection, hypothesis formulation used, research methods, research instruments, analysis techniques used, and conclusions. The research design aims to serve as a clear and structured guide for researchers in conducting their studies.

Population is a generalization area consisting of objects or subjects that have certain qualities or characteristics determined by the researcher to be studied and then concluded. According to Sugiyono (2017:215), population is not only humans but also objects and other natural things. The population not only includes the number of objects being studied but also encompasses all the characteristics or traits possessed by those subjects or objects. Based on the description, the population in this study is the employees of the Legal Bureau of the Regional Secretariat of South Sulawesi Province, totaling 66 people.

A sample is a part of the quantity and characteristics of a population used for research. According to Sugiyono (2017:215), a sample is a part of the quantity and

characteristics possessed by that population. In the research, the sampling technique used is saturated sampling. Saturation sampling is a sampling determination technique when all members of the population are used as the sample. This will be done when the population size is relatively small, less than 100, or the research aims to make generalizations with very small errors. Another term for a saturated sample is a census.

Based on the explanation above, the sample for this research will consist of all employees of the Legal Bureau of the Regional Secretariat of South Sulawesi Province, totaling 66 employees.

RESULT AND DISCUSSION

1. The Influence of Organizational Citizenship Behavior on the Performance of Employees in the Legal Bureau of the South Sulawesi Provincial Secretariat.

The research results indicate that organizational citizenship behavior has a significant impact on employee performance. This is evidenced by a t-value of 2.403, which is greater than the t-table value (1.669), with a significance value of 0.019 (<0.05). This confirms that organizational citizenship behavior positively contributes to improving the performance of employees at the Legal Bureau of the South Sulawesi Provincial Secretariat. Aspects of organizational citizenship behavior include Altruism (helping behavior) such as voluntary actions taken by employees when assisting colleagues who are struggling or in need of help, Conscientiousness (behavior exceeding requirements) such as being willing to work beyond formal working hours and always arriving early at the office, Sportsmanship (sportsmanlike behavior) means being able to accept every policy in the institution and not complaining if there is a lot of work. Courtesy (polite and caring behavior) means always being able to maintain good communication with both colleagues and superiors. Civic Virtue (participation) is like always being actively involved in activities organized by the institution (Titisari, 2014:7).

From the response data, it shows that the altruism indicator (helping behavior) such as being ready to assist colleagues who are struggling to complete their tasks received the highest average index score in the high or good category (4.03) and was the most prominent in supporting employee performance. This shows the importance of a work culture based on solidarity and support among individuals within the organization. Additionally, other behaviors such as conscientiousness, sportsmanship, courtesy, and civic virtue can significantly contribute to maintaining the stability and productivity of the organization.

The research results show that organizational citizenship behavior (OCB) is evident in employees' willingness to help their colleagues complete unfinished tasks, provide constructive input in the formulation of legal policies, and maintain harmony in the workplace. For example, employees who voluntarily take the time to ensure that every legal document produced meets quality standards, so that the resulting legal products

can provide optimal benefits to the community and local government.

The results of this study are in accordance with Organ's theory in Titisari (2014:3) that organizational citizenship behavior (OCB) is a behavior of an employee that is not formally directly acknowledged by the formal compensation system but still able to transform the organization into a more effective one.

The results of this study are in line with the research by Yuwanda & Pratiwi (2020), which showed that Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance. Then supported by the research of Fatmawati (2023) with similar results, namely that organizational citizenship behavior (OCB) has a positive and significant effect on employee performance. In other words, the application of organizational citizenship behavior (OCB) or prosocial behavior can have a significant positive impact on improving the performance of employees in the Legal Bureau of the Regional Secretariat of South Sulawesi Province.

2. The Influence of Job Satisfaction on the Performance of Employees at the Legal Bureau of the Regional Secretariat of South Sulawesi Province.

Based on the research results, it shows that job satisfaction has a positive and significant impact on employee performance. This is evidenced by the t-count value of 4.454, which is greater than the t-table (1.669), with a significant value of 0.017 (<0.05). This confirms that organizational citizenship behavior positively contributes to improving the performance of employees at the Legal Bureau of the South Sulawesi Provincial Secretariat, both directly and through behaviors that support work efficiency and effectiveness. Aspects that are considered in job satisfaction are the tasks.

itself which includes the feeling of happiness when performing the job and the job that matches one's abilities so that there is enthusiasm in completing the work, salary/wages which include aspects such as the salary received and the job performed accordingly, promotion which includes job promotion or promotion in position, supervisors and colleagues who can provide comfort and mutual support Robbins, (2015:50).

From the respondents' feedback data, it shows that the job indicator itself received the highest average score of 4.45, which falls into the very high or excellent category. This reflects that employees feel very satisfied with the work they do, both in terms of challenges and the alignment of the job with their abilities and interests.

This research is in line with the study conducted by Paparang et al., (2021) which shows that job satisfaction has a positive and significant effect on employee performance. Then supported by research conducted by Djuli et al., (2023) with similar results, namely that job satisfaction has a positive and significant effect on employee performance. This means that job satisfaction is an important factor that reflects the level of comfort, happiness, and satisfaction of employees with their work, including a supportive work environment, relationships with colleagues, recognition, and career

development opportunities that can enhance the performance of employees in the Legal Bureau of the Regional Secretariat of South Sulawesi Province.

3. The Influence of Organizational Citizenship Behavior and Job Satisfaction on the Performance of Employees in the Legal Bureau of the South Sulawesi Provincial Regional Secretariat.

Organizational citizenship behavior (OCB) and job satisfaction simultaneously or together significantly affect employee performance, as evidenced by the F-value of 5.417, which is greater than the F-table value of 3.14, and a significance value of 0.007, indicating that this value is less than 0.05. The results of this study are supported by a coefficient of determination (R^2) value of 0.655, which indicates that 65.5% of the variation in employee performance can be explained by these two variables, while the remaining variation is influenced by other factors.

The results of this study are in line with Yudiana's (2022) research, which revealed that organizational citizenship behavior (OCB) and job satisfaction have a positive and significant impact on employee performance both collectively and simultaneously.

This research aligns with the social exchange theory first proposed by Blau in 1964, which states that organizational citizenship behavior is the feedback given by employees to the organization due to the positive influence felt by the employees. In this case, employees who feel valued and satisfied with their working conditions tend to exhibit voluntary behaviors, which will directly impact overall performance.

CONCLUSION

1. Based on the research conducted, it can be concluded that organizational citizenship behavior and job satisfaction have a positive and significant impact on the performance of employees at the Legal Bureau of the South Sulawesi Provincial Regional Secretariat. This shows that employees' extra-role behavior, such as voluntary behavior, good cooperation among colleagues, commitment to the organization, and a high sense of responsibility can improve employee performance. Therefore, it is important for institutions to enhance and create a work culture that encourages and appreciates organizational citizenship behavior (OCB) so that employee performance continues to improve.
2. Job satisfaction has a positive and significant impact on the performance of employees at the Legal Bureau of the South Sulawesi Provincial Regional Secretariat. This shows that when employees are satisfied with their work in terms of compensation or salary, work environment, and relationships with colleagues and superiors, they tend to work more productively and perform at a higher level. Therefore, by improving employee job satisfaction through fair policies, effective communication, and appropriate rewards, it can contribute to overall performance improvement.

3. Simultaneously, organizational citizenship behavior and job satisfaction have a positive and significant impact on employee performance with a considerable contribution, while the rest is influenced by other factors outside this study. Therefore, the improvement of organizational citizenship behavior (OCB) and job satisfaction are important aspects that need to be considered by the agency to maintain and enhance the performance of the employees of the Legal Bureau of the South Sulawesi Provincial Regional Secretariat.

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