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The Influence of Organizational Citizenship Behavior and Locus of Control on Job Satisfaction and Employee Performance

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ABSTRACT

This study was conducted to examine the influence of Organizational Citizenship Behavior (OCB) and Locus of Control on job satisfaction and employee performance at PT Permata Prima Teknologi. A total of 42 employees were selected as respondents using a census method. Data were collected through a survey using a questionnaire as the research instrument. Data analysis used Partial Least Squares (PLS) through the SmartPLS 3 application. The results showed that job satisfaction had a positive and significant effect on employee performance. Furthermore, Locus of Control was proven to have a positive and significant influence on both job satisfaction and performance. Organizational Citizenship Behavior also made a positive and significant contribution to both. It can be said that voluntary behavior outside of primary responsibilities and an individual's ability to organize and direct themselves are important elements in driving job satisfaction, which plays a role in driving overall performance.

Keywords: Organizational Citizenship Behavior (OCB); Locus of Control; Job Satisfaction; Employee Performance.

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INTRODUCTION

Human Resources (HR) are a strategic asset for organizational sustainability. More than just capital or technology, people play a key role in managing and directing all company resources. Therefore, the quality of HR management is a determining factor in successfully achieving organizational goals (Rochman & Ichsan, 2021). Rapidly changing times, driven by technological advances, require companies to have HR with high levels of knowledge, skills, and creativity. Adaptive HR will be better able to face challenges and contribute to increasing organizational competitiveness (Soeltan et al., 2021; Marlapa et al., 2020).

This research focuses on PT. Permata Prima Teknologi, an electronics company serving consumers both online and offline. Interviews with HR personnel revealed that the company is facing a decline in employee performance. This is reflected in employee performance data for the 2021–2023 period.

Table 1 Employee Performance Data at PT. Permata Prima Teknologi (2021–2023)

Employee Performance Assessment					
Year	Very Good	Good	Enough	Not enough	Amount
	(91-100)	(76-90)	(61-75)	(51-60)	
2021	23	16	3	0	42
2022	20	17	5	0	42
2023	18	15	9	0	42

Source: PT. Permata Prima Teknologi

The table shows a downward trend, particularly in the "very good" category, which continues to decline. This reflects performance instability and could impact the achievement of overall company targets. According to company management, this decline is due to poor work quality and a lack of commitment from some employees. This has resulted in delays in task completion and inefficient work processes.

In a theoretical context, job satisfaction is a crucial indicator influencing employee performance. This satisfaction is an emotional response to the work environment experienced, influenced by the congruence between the results obtained and individual expectations (Sulistiyani & Nugroho, 2024; Baehaki & Faisal, 2020; Saputra, 2021). Furthermore, employee performance is viewed as an individual's achievement in carrying out tasks according to organizational standards, which is influenced by competence, dedication, and experience (Ekhsan et al., 2021; Aldawiyah & Suprpto, 2022; Maryani et al., 2020). To understand this phenomenon, researchers conducted a pre-survey of 25 respondents highlighting potential factors such as Organizational Citizenship Behavior (OCB), Locus of Control (LoC), Work-Life Balance, organizational commitment, discipline, and work motivation.

Table 2 Pre-Survey Data of PT. Permata Prima Teknologi

No.	Statement	Yes	No
Organizational Citizenship Behavior			
1.	I am willing to work overtime to complete unfinished work without overtime pay?	10	15
Locus of Control			
1.	I believe that the outcome of my life is determined by my own actions.	9	16
Work Life Balance			
1.	Do you feel you have a balance between your work and personal life?	19	6
Organizational Commitment			
1.	Are you prepared to put in the extra effort to help this organization achieve its goals?	18	7
Workload			
1.	Are the tasks and responsibilities you carry out in accordance with your capacity and skills?	17	8
Work Discipline			
1.	I complete the tasks given on time	16	9
Work motivation			
1.	Does your relationship with your coworkers affect your motivation level?	17	8
Job satisfaction			
1.	Are you satisfied with the facilities provided?	10	15

Source: Pre-Survey Results of PT. Permata Prima Teknologi.

Pre-survey results revealed weaknesses in OCB, LoC, and job satisfaction. Most employees were reluctant to work overtime without compensation, felt a lack of control over their lives, and were dissatisfied with company facilities. However, OCB is considered crucial for building positive work interactions and supporting the achievement of organizational goals (Nurjanah et al., 2020; Hikmah & Lukito, 2021). Similarly, LoC reflects the extent to which an individual perceives control over their life as being within themselves or external factors, thus influencing motivation and job satisfaction (Indriasari & Angreany, 2019).

These findings are relevant because they relate to the Sustainable Development Goals (SDGs), particularly SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth), and SDG 17 (Partnerships for the Goals). These three goals emphasize the importance of skills

development, decent job creation, and strengthening collaboration in facing the challenges of the digital era (Dian Pramesti & Trimurtini, 2024; An'nur et al., 2018; Ramadani et al., 2024)

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LITERATURE REVIEW

Human Resource Management (HRM) focuses on managing the workforce as an organization's strategic asset. HRM encompasses key functions such as planning, recruitment, development, compensation, and employee retention, with the goal of improving employee productivity and well-being (Susan, 2019; Yuwono et al., 2023).

Job satisfaction reflects an employee's positive or negative emotional attitude toward their work, influenced by factors such as needs, fairness, values, and individual character (Lestari et al., 2020; Munandar, 2021; Suryani, 2022). Dimensions of satisfaction include the work itself, wages, promotions, and supervision (Robbins & Judge, 2017).

Employee performance refers to an employee's actual contribution to supporting organizational goals. Individual, psychological, and organizational factors are key determinants, with indicators such as work quality, punctuality, initiative, ability, and communication (Vincent et al., 2021; Juliani et al., 2023).

Locus of Control describes the extent to which an individual believes that work outcomes are influenced by internal factors (effort, ability) or external factors (luck, circumstances). Family, age, gender, and social factors also shape a person's locus of control (Prasetyaningtiyas et al., 2022; Agung et al., 2023).

Organizational Citizenship Behavior (OCB) is voluntary behavior outside of formal job descriptions, such as helping coworkers, tolerance, sportsmanship, and active participation, which contributes to organizational effectiveness (Soraya et al., 2023; Syarifah et al., 2024).

Individual factors, work attitudes, and the organizational context influence the emergence of OCB (Hikmah & Lukito, 2021).

Previous studies have shown that locus of control, job satisfaction, OCB, and performance are interrelated. Some studies found that locus of control is not always significant on performance, but job satisfaction and OCB consistently have a positive effect (Tistianingtyas & Parwoto, 2021; Rusilawati et al., 2023). Other findings emphasize that organizational culture, leadership, and self-efficacy can strengthen the influence of OCB on performance (Amirul & Safrida, 2024; Nabilah & Nuvriasari, 2024). Overall, the literature confirms that employee performance is not solely determined by individual factors, but also by the combination of job satisfaction, locus of control, and OCB, which mutually reinforce each other in creating organizational effectiveness.

Hypothesis and Conceptual Framework

Based on the description below, a conceptual framework is formed as follows:

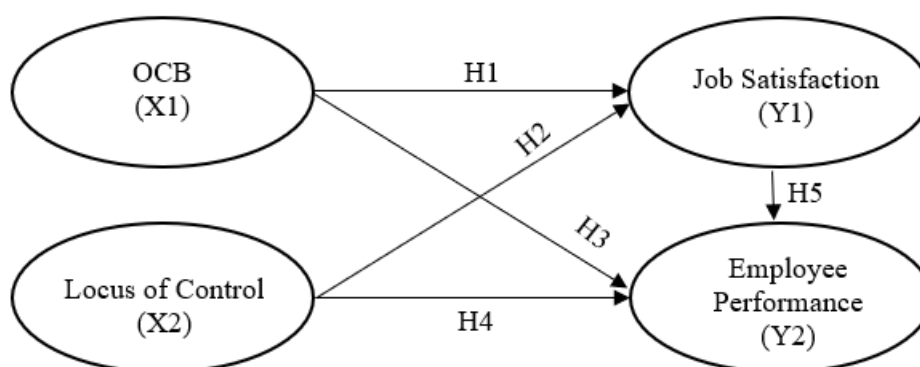


Figure 1. Conceptual Framework

METHOD

This research was conducted at PT. Permata Prima Teknologi, Central Jakarta, in September–December 2024. The approach used was causal quantitative research to analyze the influence of Organizational Citizenship Behavior (OCB) and Locus of Control on employee job satisfaction and performance.

3.1. Research Variables

The independent variables (X) consist of OCB (X1) and Locus of Control (X2). The dependent variables (Y) include job satisfaction (Y1) and employee performance (Y2). The operationalization of the variables is based on the theories of Robbins & Judge (2017), Juliani et al. (2023), Hikmah & Lukito (2021), and Mahwan & Herawati (2021), with measurements using a Likert scale (1 = strongly disagree, 5 = strongly agree).

3.3. Population and Sample

The study population consisted of all 42 employees of PT. Permata Prima Teknologi. Due to the relatively small number of respondents, a saturation sampling technique was used, resulting in the entire population being included as respondents.

Data collection technique

Data were collected through an online questionnaire (Google Form) containing items representing indicators of each research variable.

Data Analysis Techniques

Data were analyzed using Structural Equation Modeling–Partial Least Square (SEM-PLS) with the help of SmartPLS 3.0 software. The analysis was carried out through:

1. Measurement Model (Outer Model): convergent validity, discriminant validity (cross-loading, AVE), composite reliability, and Cronbach's Alpha.
2. Structural Model (Inner Model): evaluation of R-square value, goodness of fit, and hypothesis testing using bootstrapping procedures.

This method was chosen because it is able to analyze the relationship between latent variables simultaneously without requiring the assumption of normal distribution, so it is in accordance with the characteristics of the research data

RESULTS AND DISCUSSION

The study, conducted on 42 respondents, employees of PT Permata Prima Teknologi, collected data on characteristics including gender, age, education, and length of service.

Results

Table 3 Characteristics of Respondents at PT. Permata Prima Teknologi

Characteristics	Category	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Man	27	64,3	64,3	64,3
	Woman	15	35,7	35,7	100,0
Age	18–35 years	23	54,8	54,8	54,8
	40–50 years	14	33,3	33,3	88,1
	>50 years	5	11,9	11,9	100,0
Education	High School/Vocational School	10	23,8	23,8	23,8
	Diploma	5	11,9	11,9	35,7
	S1	21	50,0	50,0	85,7
	S2	6	14,3	14,3	100,0
Years of service	< 1 years	5	11,9	11,9	11,9
	1–5 years	25	59,5	59,5	71,4
	> 5 years	12	28,6	28,6	100,0
Total Respondents		42	100,0	100,0	

Descriptive Results of Respondents' Answers

Based on a questionnaire of 42 respondents, the following results were obtained:

1. Organizational Citizenship Behavior (OCB): Respondents' average responses indicated a high level of OCB. The highest-scoring statement was "I try to avoid any conflict" (mean =

4.50; SD = 0.546), while the lowest was "I always complete my work and exceed my targets" (mean = 3.74; SD = 0.847).

2. Locus of Control (LOC): Respondents tended to have an internal locus of control. The highest score was found in the statement "I am motivated to continue learning and developing myself" (mean = 4.24; SD = 0.708), while the lowest was "Success is influenced by factors outside my control" (mean = 3.95; SD = 0.653).

3. Job Satisfaction: The majority of employees felt quite satisfied with their jobs. The highest score was "Management often recognizes my work performance" (mean = 4.26; SD = 0.726), while the lowest score was "I am given the opportunity for promotion" (mean = 3.71; SD = 0.853).

4. Employee Performance: Respondents' performance was in the good category. The highest score was for the statement "I comply with all work rules and procedures" (mean = 4.31; SD = 0.672), while the lowest score was "I am skilled and agile in completing work" (mean = 3.86; SD = 0.915).

Data and Model Quality Test Results

1. Convergent Validity: Several indicators with factor loadings <0.70 were removed (K8, K9, KK9, LOC2, OCB1, OCB3, OCB8). After modification, all indicators were valid with loading values >0.70.
2. Discriminant Validity: Cross-loading values indicate that each construct is higher than its own indicator. The AVE of all variables was >0.50 (0.596–0.722), thus valid.

Reliability: All constructs had Cronbach's Alpha and Composite Reliability >0.70 (0.887–0.948), indicating a reliable instrument.

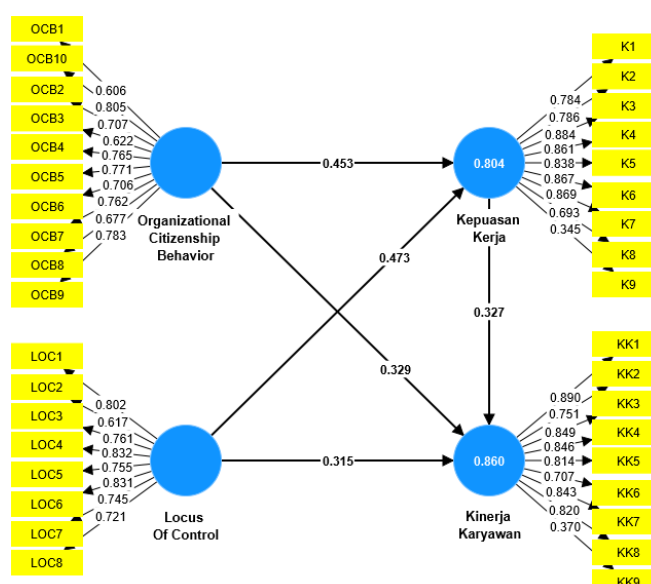


Figure 2. PLS Algorithm Test Results

Structural Model Test Results (Inner Model)

1. R-Square
 - a) Job Satisfaction: 0.788 → the model explains 78.8% of the variation.
 - b) Employee Performance: 0.831 → the model explains 83.1% of the variation.
(This result is in the high prediction category).
2. Goodness of Fit: The Q² value of 0.964 indicates that the model has very good predictive power.
3. Hypothesis Testing: All hypotheses were supported, with the following results:
 - a) OCB → Job Satisfaction: significantly positive (t = 2.184; p = 0.015).
 - b) LOC → Job Satisfaction: significantly positive (t = 3.648; p = 0.000).
 - c) OCB → Employee Performance: significantly positive (t = 2.053; p = 0.020).
 - d) LOC → Employee Performance: significantly positive (t = 1.989; p = 0.024).
 - e) Job Satisfaction → Employee Performance: significantly positive (t = 1.967; p = 0.038).

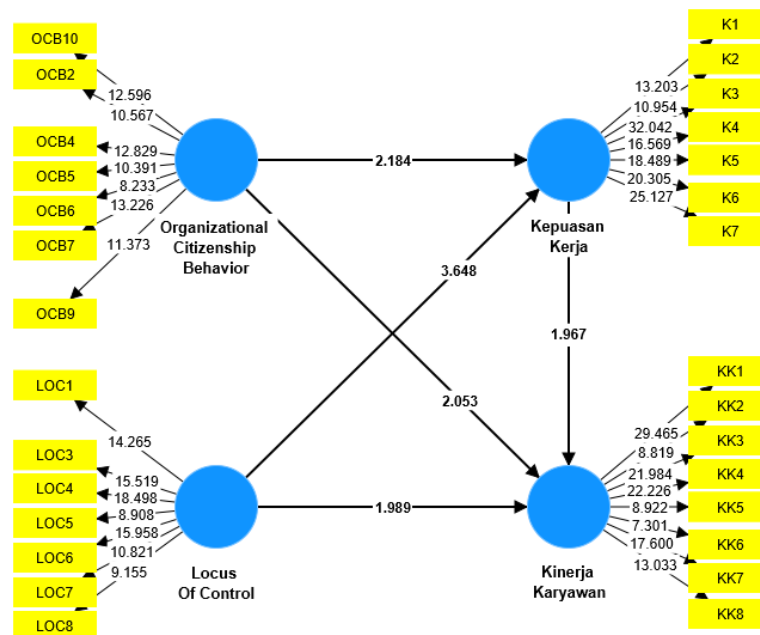


Figure 3. Bootstrapping Test Results

4.2 Discussion

The Effect of Organizational Citizenship Behavior on Job Satisfaction

The test results showed a T-statistic of 2.184, original sample value of 0.342, and P-value of 0.015. Since $T > 1.96$ and $p < 0.05$, Organizational Citizenship Behavior (OCB) has a significant positive effect on job satisfaction. This occurs because employees strive to avoid conflict and complete work on time, thereby gaining appreciation and promotion opportunities from the company. This finding aligns with research by Anwar (2021) and Lestari & Ghaby (2018), which confirms that OCB strengthens mutual trust and appreciation, thereby increasing job satisfaction.

The Effect of Locus of Control on Job Satisfaction.

The test yielded a T-statistic of 3.648, original sample size of 0.577, and a P value of 0.000. Thus, locus of control (LOC) has a significant positive effect on job satisfaction. Employees with an internal locus of control are motivated to continue learning and believe in career advancement opportunities, fostering job satisfaction. These results are consistent with those of Lisnawati et al. (2019) and Amalini et al. (2018), which demonstrated a positive effect of LOC on job satisfaction.

The Influence of Organizational Citizenship Behavior on Employee Performance

The t-statistic value = 2.053, original sample = 0.349, and p-value = 0.020 indicate that OCB has a significant positive effect on employee performance. This is because employees are accustomed to completing work beyond targets and complying with company SOPs, resulting in work quality that meets established standards. This study's findings align with the findings of Anwar & Ahmadi (2021) and Anna (2017), which state that OCB positively contributes to performance.

The Effect of Locus of Control on Employee Performance

The test results showed a T-statistic of 1.989, original sample size of 0.339, and a P value of 0.024. This indicates that LOC has a significant positive effect on employee performance. Employees who believe that success is determined by hard work tend to be more disciplined, efficient, and obedient to rules. This research supports the findings of Sulistiani & Padnyawati (2021) and Yudhistira et al. (2022), which found that LOC has a positive effect on performance.

The Effect of Job Satisfaction on Employee Performance

The t-statistic value = 1.967, original sample = 0.272, and p-value = 0.038 indicate that job satisfaction has a significant positive effect on employee performance. Management recognition of work achievements and a comfortable work environment make employees more motivated, focused, and productive even without direct supervision. This finding is consistent with Jasman et al. (2024) and Natalia et al. (2021), which state that high job satisfaction improves employee performance.

CONCLUSION

This study analyzes the relationship between organizational citizenship behavior (OCB), locus of control (LOC), job satisfaction, and employee performance at PT. Permata Prima Teknologi. The results show that OCB and LOC have a significant positive effect on employee job satisfaction and performance, while job satisfaction has also been shown to improve performance. These findings confirm that employees with high organizational citizenship behavior, a strong internal locus of control, and job satisfaction tend to produce better performance.

The implications of this research are the importance of companies strengthening employee engagement, creating a work environment that supports personal development, and providing a fair compensation system to maintain satisfaction and productivity. The key to addressing this research problem lies in integrating behavioral factors (OCB and LOC) with structural support in the form of recognition, training, and reward systems.

Further research could be pursued by expanding the model by adding other psychological and organizational variables, such as leadership style, organizational culture, or

work-life balance. Furthermore, the study could be extended to different industrial sectors or with a larger sample size to increase the generalizability of the findings.

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