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Does job satisfaction mediate the effect of teamwork and organizational citizenship behavior on job performance?

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ABSTRACT

In an increasingly competitive business situation, employee performance is something that is increasingly becoming the main concern of organizations. Therefore, this research aims to find a model for improving employee performance through increasing teamwork and organizational citizenship behavior with job satisfaction as an intervening variable. This study was carried out in Merak Banten at an agrochemical company by distributing questionnaires to 50 respondents representing production, maintenance, warehouse, laboratory, and general departments. This kind of research is known as explanatory research, and it uses hypothesis testing to explain the link between variables. The collected questionnaire data was then analyzed using SEM statistical methods and PLS analysis with SmartPLS 4 software. The analysis outcome showed that the job satisfaction variable had a direct effect on performance, teamwork had a direct or indirect effect on performance and organizational citizenship behavior had no direct or indirect effect on performance. This research implies that companies are advised to increase the value of organizational citizenship behavior to increase job satisfaction and employee performance.



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Introduction

The level of competition among agrochemical companies in Indonesia is very tight and more and more new companies have sprung up amid rising prices for active ingredients in the world. In addition, the rupiah exchange rate tends to weaken against the US dollar, further exacerbating competition. In the current VUCA (volatility, uncertainty, complexity, and ambiguity) condition, organizations must maintain a high internal environment, especially in employee performance. For this reason, it is necessary to manage the factors that influence employee performance, such as teamwork, OCB (Organizational Citizenship Behavior), and job satisfaction (Al-Madadha et al., 2023). Organizational Citizenship Behavior (OCB) is described as individual behavior that is optional, not explicitly or directly rewarded by the pro forma merit system, and that as a group supports the efficient operation of the company (Bies, 1989; Hidayah & Harnoto, 2018; Podsakoff et al., 2009). According to Deery et al., (2017) and Bazgir et al., (2018), organizational culture is one of the most significant variables affecting an organization's performance and success.

There are several indicators in OCB, namely: 1) Altruism (unselfishness), conduct that attempts to assist peers in finding solutions to their issues in both difficult professional settings and personal issues. Additionally,

a person with excellent sportsmanship will foster a supportive work environment and foster a healthy work climate among colleagues. 2) Courtesy (politeness), conduct intended to maintain positive relationships with a partner to prevent interpersonal conflicts. This feature relates to an individual's obligation under the organization to raise the bar for performance in their line of employment (Ann et al., 1983). In the organizational behavior literature, it is stated that if effectively managed, OCB is a useful managerial tool for businesses that improve organizational, group, and individual performance (He et al., 2019). Aldag, R., & Reschke (1997) demonstrated that OCB is a contribution made by one person. That goes beyond the requirements of the job. OCB includes a variety of behaviors such as assisting others, volunteering for extra chores, and adhering to workplace norms and procedures. Van Dyne et al., (1994) define OCB, namely behavior that benefits the organization because employees have a voluntary attitude and an attitude that exceeds what the role demands. Positive behavior among group members is known as OCB.

The desire to work hard and support the company is an example of positive conduct. OCB is loyalty, love, and belonging from members of the organization to the organization (Kurniadi, 2022). OCB is a term used to identify behaviors that employees perform outside of their primary duties, but which are advisable and helpful for the organization (Neami & Shokrkon in Ismail et al. (2018). The constructs of OCB, which are still new in the management world, have drawn the attention of various academics. Most of the study indicates that OCB has a considerable impact on worker morale, organizational productivity, and organizational efficacy in accomplishing goals (Demirel et al., 2018). OCB is defined as an employee's behavior in the workplace that complies with personal judgments above and beyond the requirements of their fundamental employment. OCB is also defined as behavior that goes above and beyond what is required of it. Gibson et al., (2012) argue that OCB is crucial to the viability of the organization. Kaswan in Oktaviani et al., (2020) state that as determined by a job or work experience assessment, job satisfaction is a joyful emotional state, whereas OCB is an employee's behavior that goes above and beyond what is required of him in his position.

Employees who exhibit OCB conduct will contribute positively to the organization by showing a willingness to take on tasks that are not required by their job description. Additionally, individuals continue to do their primary job duties. Employees who act in a way that strengthens, supports, and energizes one another are exhibiting organizational citizenship behavior (OCB), which can foster a positive work environment (Gorda et al., 2022; Hidayah & Harnoto, 2018; Setyowati et al., 2023; Wahyuni & Supartha, 2019). Job satisfaction directly corresponds to employee performance (Bektaş, 2017). Job satisfaction consists of both extrinsic and intrinsic job satisfaction. External developments that could advance a person's career are the cause of extrinsic job satisfaction (EJS). On the other hand, because these criteria are illogical, subjective, and individual, individuals usually achieve intrinsic job satisfaction (IJS), which is driven by internal factors like conscience, motivation, and self-fulfillment desires (Al-Madadha et al., 2023).

Job satisfaction reflects attitude, not behavior. Job satisfaction is a broad perspective on one's employment that reflects the discrepancy between the quantity of welfare employees perceive they should receive and the quantity they receive. An individual's attitude toward their work can be either favorable or bad when it comes to job satisfaction. Darsono (2011) stated that another definition of job satisfaction is a collection of positive or negative emotions experienced by employees in response to both material and psychological (non-material) benefits. Furthermore, there are numerous aspects to job satisfaction, such as: (1) job satisfaction can refer to aspects of the job, such as the setting and content of the work, or it can represent attitudes. (2) job satisfaction is a collection of emotions. (3) Because job satisfaction is a dynamic concept that fluctuates rapidly, employees' attitudes about the company must be taken into constant consideration

Robert L. Maltis (2010) states the concept of job satisfaction as follows. Job satisfaction is a feeling of well-being brought on by taking stock of one's professional experiences. When one's expectations are not realized, it leads to job discontent. Worker interactions, salary and benefits, performance recognition, and contacts with managers and executives are some of the aspects of job satisfaction that are regularly cited. Hence it becomes very interesting in this study to provide other models of variables that will have a positive and significant influence on job satisfaction. And provide a novelty model to find a combination of variables that will have a greater influence on increasing employee job satisfaction. Collaboration, not individual effort, is what makes a company successful. When they work well together and communicate well, they can solve challenges together as a team. In the end, this will improve performance and productivity at work. Some research suggests that working as a group will produce greater results than working alone (Alarafat & Doblas, 2021; Eskandari, 2019; Priskila & Santika, 2019).

The organization of teamwork, activities, and events usually determines the relationship employees have with the departments in which they operate. Therefore, work floors become unit operations, they provide significance to the personal image of employees assigned to the department and shape their perspective and commitment to the organization's running (Suff & Reilly, 2006). According to Twiyogarendra et al., (2019) in

Kusumiartono et al.,(2022) teamwork is the gathering of individuals with a mutual goal of enhancing individual performance to promote organizational behavior. Positive synergy within a team can be acknowledged as a standard at work, and employees can take part in the workplace. Teamwork comprises six indicators, namely: 1. The task aspect consists of (1) Good communication, (2) Good coordination, (3) Member contributions at work 2. Aspects of social interaction consist of (1) Support (2) Effort (3) Team cohesiveness. Marpaung in Santosa & Aroumigo (2020) emphasized that the main tenet of a team is that each member must cooperate and contribute effectively to produce the desired results. With great emphasis on the importance of cohesiveness. The hypotheses in this study are Is there a direct effect of OCB on performance; Is there a direct effect of teamwork on performance; is there a direct influence of OCB on job satisfaction; Is there a direct effect of teamwork on job satisfaction; Is there an indirect effect of OCB on performance through job satisfaction and is there an indirect effect of teamwork on performance through job satisfaction.

The author can identify a research gap in the form of variations in study objects, namely research conducted by manufacturing employees utilizing the variables of teamwork, OCB, and job satisfaction, based on prior studies on the elements that influence employee performance. There has never been research that has shown that the bell had an impact on worker performance. This research attempts to bridge the existing knowledge gap by investigating the effects of job satisfaction, teamwork, and OCB on employee performance. This study is anticipated to raise the scientific caliber of human resource management by improving the theoretical knowledge of the variables examined and having positive managerial effects. The study's novelty are the new framework and the new location. The study framework can be shown as follows:

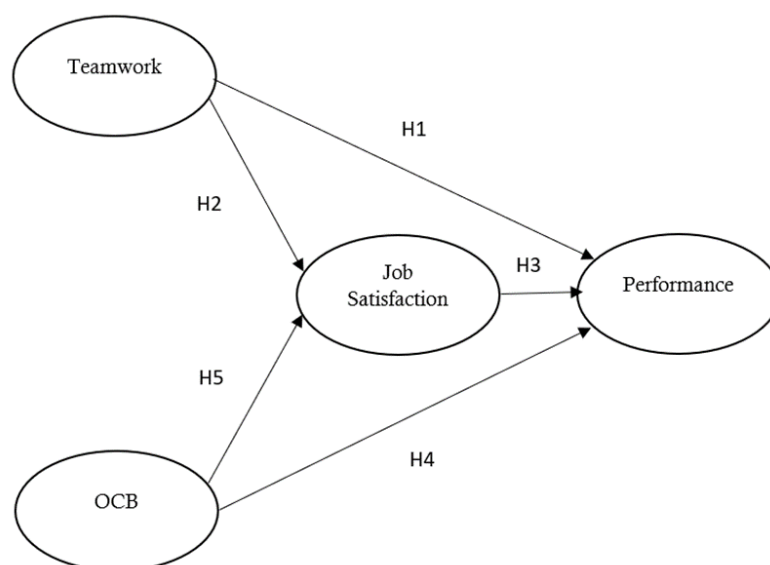


Figure 1. The Study Framework

Method

There were 74 workers at the agrochemical plant in Merak, Banten, who made up the study's population. Kerlinger and Lee (2000) suggest 30 samples as the minimum number of samples in quantitative research. To meet the number of representative samples, 50 respondents were taken.

The sampling technique is proportional random sampling. Questionnaires were shared to the respondents who were summoned to the classroom. The data analysis strategy used in this study is partial least square (PLS) analysis combined with structural equation modeling (SEM). Structural Equation Modeling (SEM), which integrates factor analysis techniques, structural models, and route analysis, is the analysis that gives rise to PLS, a structural equation model. The data do not need to be multivariate and evenly distributed for this method to be effective. Utilizing category, ordinal, interval, and ratio data scales as indicators are possible. A smaller sample size is sufficient, which is another advantage (Geladi & Kowalski, 1986; Ramzan & Khan, 2010; Wold, 1982).

With job satisfaction acting as an intervening variable, the purpose of this study is to ascertain the impact of teamwork and OCB on performance. There are two independent variables, one intervening variable, and one dependent variable. The independent variables are teamwork and OCB, the intervening variable is job satisfaction, and the dependent variable is performance. The teamwork was measured using 12 questions

adopted from Simbolon (2021), using a Likert scale with a scale ranging from 1- 5. Of 12 teamwork questions, 9 questions were valid. The example of the question is "I am able to work in a team for the benefit of the company". The OCB was measured using 13 questions adopted from Organ by Laras et al. (2021). It used a Likert scale with a scale ranging from 1 – 5. Of the 13 questions, 4 questions were valid. One of the examples of the question is "I often help other workers who have problems related to their work".

Table 1. Sample Demographic Characteristics

Demographic variables	Samples	Compositions
Gender	Male	74%
	Female	26%
Education	Bachelor	20%
	High School	74%
	Junior High School	6%
Age	<20 Years Old	4%
	20 ~ 29 Years Old	44%
	30 ~ 39 Years Old	32%
	>39 Years Old	20%
Employment Status	Permanent	61%
	Contract	39%
Years of Service	0~10 Years	40%
	11~20 Years	21%
	>20 Years	39%

The job satisfaction was measured using 12 questions adopted from Robbin & Judge (2017). It used a Likert scale with a scale ranging from 1 – 5. Of 12 questions, 6 were valid. An example of the question is "I am happy to be able to meet my living needs with the compensation provided by the company.". The performance was measured using 12 questions adopted from Mangkunegara by Muzakki et al. (2019). It used a Likert scale with a scale ranging from 1 – 5. Of 12 questions, 11 were valid. An example of the question is "I am able to complete the task according to the quality standards".

Results and Discussions

The number of respondents in this research were 50 employees of an agrochemical company in Merak, Banten. The majority of respondents (22 out of 50, or 44%) were between the ages of 20 and 29. Seventy-three percent of respondents had completed high school. Of the total respondents, 37 (or 74%) were male and 13 (or 26%) were female. Figure 2 displays the test result of the measurement model (outer model) for all indicators with outer loading larger than 0.7. This suggests that the related indicators can accurately measure the construct (Hair et al., 2014).

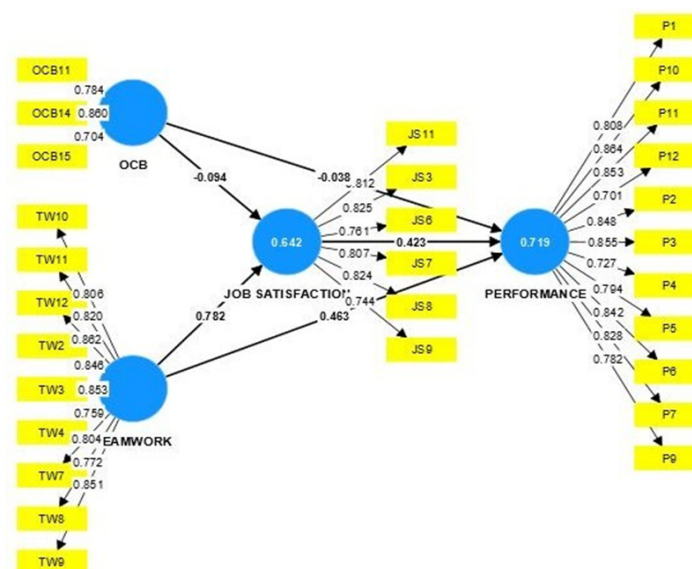


Figure 2. PLS Model Testing

The Goodness of Fit (GoF) was calculated based on this formula:

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0.6448 \times 0.6805} = 0.6624$$

GoF = 0.6624 indicates that 66.24% of the attainable fit can be accounted for by the model.

Table 2. Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Remarks
Job Satisfaction	0.884	0.889	0.634	Reliable
OCB	0.688	0.713	0.616	Reliable
Performance	0.947	0.953	0.657	Reliable
Teamwork	0.939	0.942	0.672	Reliable

According to Table 2, each study variable has an AVE value bigger than 0.5 and a composite dependability value bigger than 0.7. In other words, all research variables are reliable. We carry out the inner model evaluation as follows to determine whether the association between construct variables is in line with theory:

Table 3. R2 Tests

	R Square	R Square Adjusted
Job Satisfaction	0.642	0.627
Performance	0.719	0.700

Table 3 displays the adjusted R-squared value of the job satisfaction variable, which is 0.627. This value indicates that the teamwork and organizational citizenship behavior variables account for 62.7% of the explanation for the job satisfaction variable, with other variables not included in this study accounting for the remaining 37.3%. The employee performance variable's adjusted R-Square value is 0.700, which indicates that 70.0% of the variance in the employee performance variable can be accounted for by the variables of job satisfaction, organizational citizenship behavior, and teamwork; the remaining 30.0% can be accounted for by variables not incorporated in this study. Both of the R-square values are bigger than 67% and are considered substantial (Chin, 1998). The f square test is used to examine the structural level of effect of latent variables, regardless of how small, medium, or large. An influence is considered to be big when the f value is 0.35, medium when it is 0.15, and little when it is 0.02. These are the f-square test results that are shown in Table 3.

Table 4. F Square Test

Variables	Job Satisfaction	Employee Performance
Job Satisfaction		0.228
Teamwork	1.675	0.279
Organizational Citizenship Behavior	0.024	0.005

Table 4 indicates that there is a relationship between the employee performance variable and the job satisfaction variable, with a f-square value of 0.228. Given that it is larger than 0.15 but less than 0.35, this figure can be categorized as medium or medium effect. The job satisfaction is significantly impacted by the teamwork component, as indicated by the f square value of 1.675. The f-square value of the teamwork variable is 0.279. Therefore, the influence of teamwork on the employee performance variable is moderate. The organizational citizenship behavior variable's influence on the job satisfaction and employee performance variables can be categorized as a low or low effect, with f square values of 0.024 and 0.005, respectively.

With job satisfaction serving as an intervening variable, hypothesis testing was done to establish the impact of OCB and teamwork on performance, and OCB and team on performance through job satisfaction. We utilize the bootstrapping procedure to test the hypotheses.

Table 5. Hypothesis Testing Results

H	Construct Variables			Direct	Indirect	P
	Independent	Mediation	Dependent			
1	Teamwork		Performance	0.463		0.000
2	Teamwork		Job Satisfaction	0.782		0.000
3	Job Satisfaction		Performance	0.423		0.027
4	OCB		Performance	-0.038		0.467
5	OCB		Job Satisfaction	-0.094		0.249
6	Teamwork	Job Satisfaction	Performance		0.331	0.043
7	OCB	Job Satisfaction	Performance		-0.040	0.332

Source: SmartPLS 4 processed data (2023)

The interpretation, which was derived from the analysis of study data using the SmartPLS 4.0 program, can be shown as follows: Teamwork has a positive path coefficient ($M=0.463$) and a notable impact on performance ($P=0.030$), according to the results of the hypothesis test in Table 3. Thus, it is decided to reject the null hypothesis. Conclusion: There is a positive correlation and a noticeable effect of teamwork on performance. Good teamwork is a key driving factor for organizational performance. The capacity to work well in a team has been identified and debated by some academics as being essential for achieving the aims, goals, plans, and objectives of an organization as well as for motivating and enhancing employee performance. This finding is under the study conducted by Sanyal and Hisam (2018) at faculty members in Dhofar University Sultanate of Oman. Octavia and Budiono (2021) in their study at PT Jasa Raharja Cabang Jawa Timur found that teamwork has a positive and notable effect on performance. Other research conducted by Petkova et al., (2021) and Zhang et al., (2020) revealed that good teamwork will produce a smooth and efficient performance.

Teamwork has a positive path coefficient ($M=0.782$) and a notable impact on job satisfaction ($P=0.000$). Therefore, the null hypothesis is rejected. We can judge that teamwork has a valuable effect and positive association with job satisfaction. Teamwork has a major influence on good work performance and can affect job satisfaction such as increased wages, increased targets, and good relations between employees. Wulandari et al. (2020) in their research at PT BPR TISH in Gianyar found that the increase of teamwork will boost productivity and finally increase job satisfaction. Octavia & Budiono (2021), Ginting & Siburian (2019), and Kim (2018) state that teamwork has a positive impact on job satisfaction.

The indirect effect of teamwork on performance through job satisfaction, teamwork has a positive path coefficient ($M=0.331$) and a valuable effect on performance ($P=0.043$). Hence, the null hypothesis is rejected. Solid, mutually understanding, good, and productive teamwork will increase employee job satisfaction, and this will ultimately correlate with increased employee and organizational performance. This hypothesis test result confirmed that teamwork has a positive and significant effect on performance through job satisfaction. The finding is in line with the study done previously that teamwork is a reflection of self-management, commitment, competence, and responsibility of employees so that they can provide self-satisfaction with work and good performance and teamwork has a direct influence on employee performance through job satisfaction (Arifin, 2020; Masyithah et al., 2018).

Job satisfaction has a positive path coefficient ($M=0.423$) and a significant impact on performance ($P=0.027$). It denotes the rejection of the null hypothesis. Highly satisfied workers will be inspired to perform to the best of their abilities. The results of this study are in line with research by Wua et al., (2022), Damai et al. (2023), Lestari & Gaby (2018), Fauziek & Yanuar, (2021), and Laras & Susanti, (2021) that job satisfaction factors which include superior attitudes, co-worker relationships, compensation systems, career systems, and work environment have a notable effect on employee performance. Dharma et al., (2023) also found in their research at PT Bank Nagari Sumatera Barat that job satisfaction had a notable effect on the employee performance.

OCB has a negative path coefficient ($M=-0.038$) and an insignificant effect on performance ($P=0.467$). It means that the null hypothesis is accepted. So, in this study, there is no relationship between OCB and performance. This finding is similar to the findings of research by Rahayu & Yanti, (2020) in a study at the Padang City Education Office where OCB did not have a significant effect on performance. Muzakki et al. (2019) also found the same study results. Back to the OCB questionnaire data, it is seen that the scores were low. It means that the OCB has not been developed well in the organization. Research said that OCB has no effect on performance is carried out by Atikah & Qomariah, (2021). However, the results of this study contradict the results of Hidayah & Harnoto (2018), Prasetyaningrum (2023), Juliana et al., (2022) and Hermawan et al., (2020) which state that OCB has a significant effect on performance. The better the OCB, the higher the performance.

OCB has a negative path coefficient ($M=-0.094$) and an insignificant effect on job satisfaction ($P=0.249$). This means that the null hypothesis is accepted, with no relationship between OCB and job satisfaction. This

finding contradicts the results of research by Waqiah et al., (2021) and Putra & Khan (2023) which state that OCB has a strong influence on job satisfaction. The results of checking the OCB questionnaire data showed a low score. This means that it still needs to increase the value of OCB in the organization. With regards to the indirect effect of OCB on performance through job satisfaction, the analysis results exhibit that the path coefficient is negative ($M=-0.040$) and has no outstanding impact on performance ($P=0.332$). Then the null hypothesis is accepted. This indicates that there is no effect of OCB on performance through job satisfaction. This finding aligns with the study conducted by Waqiah et al., (2021). However, the findings of this study run counter to those of earlier investigations conducted by Laras et al., (2021), and Lestari & Gaby (2018) that employee satisfaction will increase when OCB is present, enabling them to provide their best effort.

There are still several limitations of this study that need to be addressed. Firstly, because this study was limited to a single Merak manufacturing industry, it was unable to adequately characterize the factors that influence employee performance across all Merak manufacturing industries. It is intended that future research will include a larger range of Merak's manufacturing businesses and include additional variables that may have an impact on worker performance. To obtain more in-depth findings, future researchers might investigate the dimensionality of the variables.

Conclusions

Teamwork has a direct effect on job satisfaction, OCB has no direct effect on job satisfaction. Job satisfaction has a direct effect on performance, teamwork has a direct or indirect effect on performance and OCB has no direct or indirect effect on performance. It is suggested that the organization improve the OCB scores to increase job satisfaction and performance. Additionally, recommendations for an advanced study that looks into elements that can enhance organizational performance.

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