

The Effect of Job Satisfaction, Organizational Citizenship Behavior, And Organizational Communication on Employee Performance (A Study at PT Agra Jaya)

Ridwan Hidayat^{1*}, Anik Herminingsih²

Universitas Mercu Buana

Corresponding Author: Ridwan Hidayat ridwanhidayat0990@gmail.com

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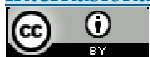
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ABSTRACT

The purpose of this study is to examine how employee performance at PT Agra Jaya, a furniture manufacturing and interior design company, is impacted by job satisfaction, organizational citizenship behavior (OCB), and organizational communication. This study uses a survey method and a quantitative methodology. Data were distributed through the manufacturing division. The Partial Least Square (PLS) method was used to analyze the data. The results indicate that organizational citizenship behavior has a positive and significant effect on employee performance. Meanwhile, job satisfaction and organizational communication have positive but insignificant effects on employee performance. These findings suggest that voluntary employee behaviors beyond formal job requirements play a crucial role in enhancing employee performance. This study is expected to contribute theoretically to the development of human resource management and provide practical insights for management in improving employee performance.

INTRODUCTION

In today's business environment, the quality of an organization or company is largely determined by the effectiveness of its Human Resource Management (HRM), which should be aligned with organizational needs and objectives. Therefore, human resources constitute a critical factor in achieving organizational success. Globalization has introduced numerous challenges for organizations in managing employee performance to accomplish organizational goals (Gorondutse & Hilman, 2019).

In general, performance refers to the level of efficiency, effectiveness, and innovation demonstrated by management and organizational divisions in achieving organizational objectives (Robbins & Coulter, 2010, p. 98). Employee performance is a crucial element in determining an organization's success in achieving its goals (Nurhayana & Sasmita, 2014). Ramli and Soelton (2018), as well as Douglas (2015), argue that organizations require employees who demonstrate high levels of job performance. Performance is considered effective and successful when the intended organizational objectives are achieved. It can also be viewed as the result of the interaction between employees' abilities and the opportunities provided by the organization. Consequently, employee performance is influenced by job satisfaction. Furthermore, performance represents the outcomes generated through an individual's efforts, which are shaped by their competencies, experience, and the extent of their work-related endeavors

The development of high-quality human resources is particularly essential in the furniture manufacturing industry, including PT Agra Jaya, a company specializing in customized furniture manufacturing and interior design. This study was conducted to support the company's continuous development by examining factors that influence employee performance. High employee performance enables individuals to optimize their capabilities in carrying out their job responsibilities effectively. However, in practice, employee performance at PT Agra Jaya has shown a declining trend. The company has encountered challenges related to employee performance over recent years.

Employee performance evaluations at PT Agra Jaya during the period of 2021–2023 indicate fluctuations in performance ratings. The proportion of employees receiving the "Excellent" performance rating was 28.6% in 2021, decreasing to 16.9% in 2022 before slightly increasing to 21.05% in 2023. The highest percentage was recorded in 2021. These evaluations were based on several performance indicators, including work achievement, responsibility, compliance, honesty teamwork, initiative, and target accomplishment. Meanwhile, employees receiving a "Good" performance rating accounted for 36.7% in 2021, increased slightly to 37.3% in 2022, and declined to 28.07% in 2023. Furthermore, the proportion of employees classified as having below-standard performance increased from 14.3% in 2021 to 16.9% in 2022 and 17.5% in 2023, indicating a continued decline in the overall quality of employee performance. This finding indicates a continued decline in the overall quality of employee performance. According to Wahyuningsih, as cited in Kusumayanti et al. (2020), achieving high employee performance requires not only adequate competencies

but also a high level of work enthusiasm, enabling employees to fully utilize their potential in carrying out their assigned responsibilities. Such conditions are expected to contribute positively to the company's growth and development. Furthermore, the study emphasizes that employees' willingness and openness in performing their duties can enhance their productivity, which ultimately leads to improved employee performance.

According to Firdaus and Herlina (2020), employees' intentions to leave their jobs are influenced by both internal and external factors. Internal factors include job dissatisfaction, an unsupportive work environment, working hours that are not commensurate with the salary received, and inadequate employee training. Meanwhile, external factors comprise the country's economic conditions, competing organizations offering more attractive salaries, higher compensation in other sectors, and low unemployment rates. Furthermore, Adhari (2020, p. 77) defines employee performance as the outcomes produced through specific job functions or work-related activities over a particular period, reflecting both the quality and quantity of the work performed. Similarly, Rerung (2019, p. 54) argues that employee performance refers to observable and measurable work-related behaviors, representing an individual's contribution toward achieving organizational objectives. Sinaga (2020, p. 14) further explains that performance is the result of an individual's work functions or activities within an organization, influenced by various factors in accomplishing organizational goals over a specified period.

Based on observations and interviews conducted with the Human Resources Department (HRD) of PT Agra Jaya, it was found that employees generally lack the initiative to perform their duties to the fullest extent of their capabilities. To identify the factors contributing to the relatively low level of employee performance, a preliminary survey was conducted involving 25 respondents selected from a total of 97 employees at PT Agra Jaya.

The preliminary findings indicate that several factors contribute to the decline in employee performance. First, some employees reported experiencing dissatisfaction with their jobs. Jufrizen and Pratiwi (2021) define job satisfaction as a positive psychological state experienced by employees when their work-related needs are adequately fulfilled within the workplace. Likewise, Hasibuan (2018) describes job satisfaction as a favorable emotional attitude in which employees enjoy and value their work. Second, several employees demonstrated a lack of voluntary willingness to assist colleagues with tasks beyond their formal job responsibilities. Doni Juni Priansa (2017) defines Organizational Citizenship Behavior (OCB) as discretionary behavior driven by personal initiative that is not directly associated with the formal reward system. Another contributing factor identified was ineffective organizational communication, which adversely affects employee performance. In this context, effective communication between organizational leaders and employees is essential for creating a more efficient and effective organization (Farid, Supratomo, & Harsono, 2015).

Previous research findings have previously analyzed study findings. Previous research findings of the correlations among the variables. Implementing the Sustainable Development Goals (SDGs) is very important

when it comes to utilizing human resources. They have the capacity to meet the ability to satisfy the future development demands of future generations of future generations of future generations, sustainability. As highlighted above, this study particularly focuses on Sustainable Development Goal 8 (SDG 8), which promotes sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. SDG 8 is implicitly grounded in the International Labour Organization's (ILO) Decent Work Agenda, which encompasses four core labor standards: the elimination of forced labor, the abolition of child labor, freedom from discrimination in the workplace, and the right of workers to form and join trade unions and engage in collective bargaining. These principles are the result of long-standing and often contentious debates among corporate actors, governments, labor unions, non-governmental organizations (NGOs), women's organizations, and emerging labor groups within the informal sector (McIntyre, 2008; Standing, 2008; Vosko, 2002).

LITERATURE REVIEW

Employee Performance

Performance refers to the actual work performed by individuals that can be observed and evaluated. It encompasses actions and behaviors that are relevant to the achievement of organizational goals. Therefore, performance should not merely be viewed as the consequences or outcomes of actions, but rather as the actions themselves (Sedarmayanti, 2017, p. 285). According to Aswin et al. (2019), employee performance is defined as the quality and quantity of work achieved by an employee in carrying out assigned duties and responsibilities. Similarly, Asaloei et al. (2023) define employee performance as the results attained by an individual or a group within an organization, both qualitatively and quantitatively, in accordance with their respective authority, duties, and responsibilities. Such performance should contribute to the achievement of organizational objectives while complying with applicable laws and adhering to moral and ethical principles. Furthermore, Hidayat et al. (2023) state that employee performance represents the outcomes of employees' efforts, which are influenced by their abilities, role perceptions, and understanding of their assigned tasks.

Job Satisfaction

Job satisfaction refers to an employee's attitude toward their work, which is associated with the working environment, cooperation among colleagues, compensation received, and various physical and psychological aspects of the job (Edy Sutrisno, 2019, p. 74). Handoko (2020, p. 193) defines job satisfaction as an employee's favorable or unfavorable feelings toward their job, which are reflected in their attitudes and behaviors toward their work as well as the overall work environment. Based on these definitions, job satisfaction can be understood as a positive attitude exhibited by employees toward their work, encompassing both emotional responses and behavioral tendencies. This attitude arises from employees' evaluation of their job as a means of fulfilling important work-related values and achieving a sense of appreciation and personal accomplishment.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to employees' discretionary behaviors that contribute beyond the formal requirements of their job responsibilities, whereas job satisfaction is defined as a positive emotional state resulting from an individual's evaluation of their job or work experiences (Kaswan, 2012). Herminingsih (2012) explains that Organizational Citizenship Behavior (OCB) represents organizational citizenship behavior associated with contextual performance and has a significant influence on overall organizational effectiveness. Therefore, OCB is considered essential for ensuring organizational success and long-term sustainability, making it imperative for organizations to foster and strengthen such behaviors among employees. Job satisfaction reflects employees' perceptions of their work; consequently, the level of job satisfaction may vary from one individual to another. It can be assessed through several indicators, including the appropriateness of compensation, the availability of workplace facilities, relationships with colleagues, opportunities for career advancement, supervisory practices, and the nature of the work itself (Belo, Riana, & Priartini, 2014; Nurbahar, 2015; Pratama & Sriathi, 2015; Weiss Merlo, 2015).

Organizational Communication

Communication is an essential activity that occurs frequently in everyday life, whether at the interpersonal or organizational level. It is evident that communication processes are involved in virtually every aspect of human interaction, ranging from conversations between individuals and group discussions to formal meetings and interactions through social media. According to Wayne Pace and Don F. Faules, as cited in Suranto Aw's Organizational Communication (2018, p. 17), organizational communication is defined as "the performance and interpretation of messages among communication units that constitute part of a particular organization. "It is important to understand that the participants involved in organizational communication are not always individuals. In many cases, communication occurs between parties representing organizations, departments, work units, or specific organizational functions. In its simplest form, organizational communication refers to the exchange of information and messages within an organization involving organizational members, leaders, and employees, all of whom interact and influence one another. Through these interactions, members seek mutual understanding and satisfaction, perform their respective roles, work toward shared organizational objectives, establish interdependent relationships, and communicate through both face-to-face interactions and electronic media.

METHODOLOGY

This study was conducted through a series of systematic stages, beginning with the identification of problems encountered within the company, followed by the description of the identified issues. Subsequently, relevant theories from previous studies and established scholars were reviewed to provide a strong theoretical foundation for the variables investigated. The research process also involved developing the data collection procedures, designing the research instruments, and determining the appropriate statistical techniques for data

analysis. The entire research process was carried out over a four-month period, from September to December 2024.

In conducting this study, the researcher collected the required data at PT Agra Jaya, located at Jl. KH. Hasyim Ashari Kav. DPR Blok A No. 213, Kenanga Village, Cipondoh District, Tangerang City 15146, Indonesia. PT Agra Jaya is a company engaged in furniture manufacturing, customized furniture production, and interior design services since its establishment in 2005. Initially specializing in the production of office chairs and desks under the ZoomArt and Vilano Office brands, the company has subsequently earned the trust of clients in delivering interior projects for apartments, universities, and hotels, accommodating a wide range of interior design concepts.

According to Sujarweni (2020), a research design is a systematic plan for collecting and analyzing data to ensure that the objectives of the study can be achieved. Fundamentally, a research design serves as a strategic framework for accomplishing the predetermined research objectives and functions as a guideline that directs the researcher throughout the entire research process. Therefore, a research design can be understood as a comprehensive blueprint that guides the implementation of a research study.

Sugiyono (2017, p. 2) states that a research method is essentially a scientific approach employed to obtain data for specific purposes and applications. Accordingly, this study examines the relationships between three independent variables—Job Satisfaction (X_1), Organizational Citizenship Behavior (X_2), and Organizational Communication (X_3)—and one dependent variable, Employee Performance (Y), among employees of PT Agra Jaya. Sugiyono (2022) defines a population as a generic region made up of items or individuals that have certain qualities chosen by the researcher to be investigated, from which inferences are then made. 97 PT Agra Jaya permanent employees made up the study's population.

According to Sugiyono (2019), a sample is a portion of the population that has certain traits. Since the population in this study was rather small, the researcher adopted a non-probability sampling strategy utilizing the saturation sampling (census) method. Saturated sampling is a sampling strategy in which every member of the target population is included as a study participant, according to Sugiyono (2019). This approach allows the population to be applied when the population to be applied directly. In contrast, when the population is large and researchers face limitations in terms of time, financial resources, or manpower, only a representative sample should be selected. Accordingly, the respondents in this study consisted of 65 employees from the Production and Customization Division of PT Agra Jaya. As all employees within this target population were included, the study employed a saturated sampling (census) approach, with the entire population of the division serving as the research sample.

RESEARCH RESULT
Outer Model

Table.1 Convergent Validity test

Variabel	Indicator	Value	Description
Job Satisfaction	KK1	0.810	Valid
	KK2	0.819	Valid
	KK3	0.838	Valid
	KK4	0.844	Valid
	KK5	0.808	Valid
	KK6	0.782	Valid
	KK7	0.818	Valid
	KK8	0.802	Valid
	KK9	0.829	Valid
	KK10	-0.458	Invalid
Organizational Citizenship Behavior	OCB1	0.648	Invalid
	OCB2	0.629	Invalid
	OCB3	0.748	Valid
	OCB4	0.741	Valid
	OCB5	0.873	Valid
	OCB6	0.751	Valid
	OCB7	0.714	Valid
	OCB8	0.806	Valid
	OCB9	0.648	Invalid
	OCB10	0.689	Invalid
Organizational Communication	KO1	0.754	Valid
	KO2	0.796	Valid
	KO3	0.769	Valid
	KO4	0.816	Valid
	KO5	0.840	Valid
	KO6	0.825	Valid
	KO7	0.771	Valid
	KO8	0.861	Valid
	KO9	0.811	Valid
	KO10	0.807	Valid
Employee Performance	KKY1	-0.251	Invalid
	KKY2	0.725	Valid
	KKY3	0.686	Invalid
	KKY4	0.648	Invalid
	KKY5	0.791	Valid
	KKY6	0.609	Invalid
	KKY7	0.807	Valid
	KKY8	0.756	Valid
	KKY9	0.772	Valid
	KKY10	0.842	Valid
	KKY11	0.719	Valid
	KKY12	0.753	Valid
	KKY13	0.754	Valid
	KKY14	0.787	Valid

Source: 2026 Data Processing Result

From Table 1. above, it can be seen that the factor loadings for the indicators KK10, OCB1, OCB2, OCB9, OCB10, KKY1, KKY3, KKY4, and KKY6 are less than 0.70. Therefore, the model no longer includes these indicators. Statements regarding indicators for each invalid variable will be removed from the model as described earlier. This is because the AVE (Average Variance Extracted) value is the target to be achieved in this case.

Table.2 Convergent Validity test (Modification)

Variabel	Indicator	Value	Description
Job Satisfaction	KK1	0.810	Valid
	KK2	0.819	Valid
	KK3	0.838	Valid
	KK4	0.844	Valid
	KK5	0.808	Valid
	KK6	0.782	Valid
	KK7	0.818	Valid
	KK8	0.802	Valid
	KK9	0.829	Valid
Organizational Citizenship Behavior	OCB3	0.748	Valid
	OCB4	0.741	Valid
	OCB5	0.873	Valid
	OCB6	0.751	Valid
	OCB7	0.714	Valid
Organizational Communication	OCB8	0.808	Valid
	KO1	0.754	Valid
	KO2	0.796	Valid
	KO3	0.769	Valid
	KO4	0.816	Valid
	KO5	0.840	Valid
	KO6	0.825	Valid
	KO7	0.771	Valid
	KO8	0.861	Valid
	KO9	0.811	Valid
Employee Performance	KO10	0.807	Valid
	KKY2	0.725	Valid
	KKY5	0.791	Valid
	KKY7	0.807	Valid
	KKY8	0.756	Valid
	KKY9	0.772	Valid
	KKY10	0.842	Valid
	KKY11	0.719	Valid
	KKY12	0.753	Valid
	KKY13	0.754	Valid
	KKY14	0.787	Valid

Source: 2026 Data Processing Result

Table.3 Discriminant Validity test result (Cross Loading)

	Job Satisfaction	Employee Performance	Organizational Communication	Organizational Citezenship Behavior
X1.1	0.815	-0.105	0.530	-0.176
X1.2	0.789	-0.106	0.715	-0.215
X1.3	0.850	-0.115	0.595	-0.207
X1.4	0.881	-0.192	0.551	-0.140
X1.5	0.788	0.017	0.578	-0.266
X1.6	0.772	-0.015	0.442	-0.019
X1.7	0.817	-0.078	0.527	-0.197
X1.8	0.786	-0.049	0.482	-0.186
X1.9	0.823	-0.025	0.553	-0.278
X2.3	-0.266	0.203	-0.143	0.741
X2.4	-0.298	0.119	-0.068	0.729
X2.5	-0.175	0.310	-0.047	0.882
X2.6	-0.051	0.162	0.008	0.751
X2.7	-0.241	0.171	-0.101	0.722
X2.8	-0.059	0.272	0.103	0.818
X3.1	0.597	-0.115	0.758	-0.085
X3.10	0.580	-0.042	0.780	-0.106
X3.2	0.543	-0.167	0.813	-0.058
X3.3	0.486	-0.012	0.749	0.056
X3.4	0.626	-0.045	0.796	-0.084
X3.5	0.589	-0.138	0.827	-0.025
X3.6	0.523	0.007	0.798	-0.032
X3.7	0.431	-0.092	0.767	0.000
X3.8	0.570	-0.243	0.880	0.038
X3.9	0.555	-0.106	0.799	-0.100
Y10	-0.156	0.860	-0.167	0.243
Y11	-0.047	0.721	-0.164	0.318
Y12	-0.057	0.781	0.046	0.255
Y13	-0.066	0.771	-0.168	0.138
Y14	-0.185	0.791	-0.198	0.241
Y2	-0.189	0.752	-0.186	0.243
Y3	-0.051	0.716	-0.091	0.206
Y5	-0.144	0.784	-0.225	0.186
Y7	-0.048	0.807	-0.073	0.190
Y8	-0.142	0.755	-0.103	0.183
Y9	-0.132	0.772	-0.099	0.132

Source: 2026 Data Processing Result

Table 3 presents the results of the cross-loading test, indicating that all indicators satisfy the standards for strong discriminant validity, as their values exceed 0.7. It can also be inferred that the data is trustworthy since the factor loading value for each indicator surpasses its cross-loading value. Thus, these indicators can be used for the next stage of testing. The F-square value for

Average Variance Extracted (AVE)—which is based on the findings of the Fornell-Larcker test to determine the correlation between one construct and another—can be used to assess the results of discriminant validity in order to identify different models, including the following:

Table.4 Average Variance Extracted test result (AVE)

Variabel	Average Variance Extracted (AVE)
Job Satisfaction	0.663
Organizational Citizenship Behavior	0.602
Organizational Communication	0.636
Employee Performance	0.600

Source: 2026 Data Processing Result

Table.5 Discriminant Validity test result (Fornell-Larcker Criterion)

	Job Satisfaction	Employee Performance	Organizational Communication	Organizational Citizenship Behavior
Job Satisfaction	0.814			
Employee Performance	-0.147	0.775		
Organizational Communication	0.684	-0.184	0.798	
Organizational Citizenship Behavior	-0.214	0.287	-0.041	0.776

Source: 2026 Data Processing Result

Tables 4 and 5 show that the correlation between each construct in the model is less than the square root of the average variance extracted (AVE) for each construct. The estimated model constructs meet the requirements for discriminant validity, as indicated by the AVE values obtained from the tables above.

Table.6 Cronbach's Alpha dan Composite Reliability test result

Variabel	Cronbach's Alpha	Composite Reliability
Job Satisfaction	0.941	0.946
Organizational Citizenship Behavior	0.870	0.900
Organizational Communication	0.941	0.946
Employee Performance	0.934	0.943

Source: 2026 Data Processing Result

Table.6 above shows that the Composite Reliability and Cronbach's Alpha values have met the 0.7 threshold. Therefore, it can be concluded that job satisfaction, organizational citizenship behavior, organizational communication, and employee performance have high reliability or are sufficiently consistent to proceed to the next testing phase.

Inner Model

Table.7 Coefficient Determine test result (R²)

	R-square	R-square adjusted
Employee Performance	0.114	0.070

According to Table 7, the outcome of the determination coefficient test reveals that the R-squared (R²) value for the dependent variable, Employee Performance, is 0.114, and the adjusted R-squared value stands at 0.070. An R-squared value of 0.114 suggests that the independent variables in this research model explain 11.4% of the variation in Employee Performance, with the remaining 88.6% attributed to other factors not analyzed in this study. These other variables may include individual factors, the work environment, organizational culture, leadership, or other external factors. The modified R-squared value of 0.070 shows that, when accounting for the number of independent variables and sample size, the model explains 7.0% of the variance in Employee Performance. The difference between the R-squared and adjusted R-squared values indicates that not all independent variables make a strong contribution to explaining the dependent variable. According to the standards for model strength in PLS-SEM analysis, an R-squared value of 0.114 is classified as “weak.” This suggests that the research model possesses limited explanatory strength; nevertheless, it remains suitable in social and human resource management studies, as employee behavior is typically shaped by numerous intricate and multidimensional elements. Consequently, it can be inferred that this research model has not successfully explained Employee Performance to its fullest extent; thus, it is advisable for future studies to incorporate additional pertinent variables to enhance the model’s forecasting capability.

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

$$Q^2 = 1 - (1 - 0,114)$$

$$Q^2 = 1 - 0,886$$

$$Q^2 = 0,114$$

A Q² value of 0.114 suggests that the structural model established in this study possesses predictive relevance, since the Q² value exceeds zero (Q² > 0). This indicates that the external variables—specifically, Job Satisfaction, Organizational Citizenship Behavior, and Organizational Communication—exhibit some predictive capability concerning Employee Performance, even though this capability remains fairly low. Based on the criteria for evaluating predictive relevance in PLS-SEM, a Q² value close to zero indicates weak predictive power, while a value closer to one indicates stronger predictive power. Therefore, a Q² value of 0.114 indicates that the research model has weak predictive power; however, this is still acceptable in social research and human resource management, given that employee performance is influenced by many other factors outside the scope of this study. Thus, it can be concluded that the structural model constructed meets the criteria for predictive relevance, although

it is recommended that future research include additional, more relevant variables to enhance the model's predictive power.

Table. 8 Hypothesis testing result

Variable	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
Job Satisfaction-> Employee Performance	0,062	0,235	0,264	0,792	Positive but Not Significant
Organizational Citizenship Behavior -> Employee Performance	0,292	0,136	2,150	0,032	Significantly Positive
Organizational Communication -> Employee Performance	-0,214	0,244	0,878	0,380	Negative but Not Significant

Source: 2026 Data Processing Result

Table 8 presents the results of the hypothesis testing using the PLS-SEM approach and a significance level of $\alpha = 0.05$ (T-statistic > 1.96 and P-value < 0.05). The results are as follows:

The Effect of Job Satisfaction on Employee Performance

The test findings indicate that the job satisfaction variable has a path coefficient of 0.062, signifying a positive correlation with employee performance. The T-statistic value stands at 0.264, below 1.96, while the P-value is 0.792, exceeding 0.05. Therefore, statistically, the influence of job satisfaction on employee performance is not substantial. This indicates that job satisfaction has not significantly enhanced employee performance in this research. Consequently, the theory suggesting that job satisfaction significantly impacts employee performance is dismissed.

The Effect of Organizational Citizenship Behavior (OCB) on Employee Performance

According to the analysis findings, the Organizational Citizenship Behavior variable has a path coefficient of 0.292, signifying a positive correlation with employee performance. The T-statistic value is 2.150, exceeding 1.96, and the P-value is 0.032, falling below 0.05. These findings suggest that Organizational Citizenship Behavior positively and significantly influences employee performance. This implies that the greater the extra-role behaviors employees display – like assisting colleagues and being prepared to go beyond their official responsibilities – the more their performance will enhance. Therefore, the theory suggesting that OCB significantly influences employee performance is accepted.

The Effect of Organizational Communication on Employee Performance

The results of the test indicate that organizational communication has a path coefficient of -0.214, demonstrating a negative correlation with employee performance. The value of the T-statistic is 0.878, lower than 1.96, and the P-value

is 0.380, exceeding 0.05. Therefore, organizational communication does not greatly impact employee performance. These findings suggest that the effectiveness of organizational communication in the sample examined has not significantly enhanced employee performance. Consequently, the assertion that organizational communication greatly influences employee performance is dismissed.

According to the hypothesis testing results, it can be concluded that among the three independent variables examined, only Organizational Citizenship Behavior (OCB) demonstrated a positive and significant impact on employee performance. In this study, job satisfaction and organizational communication did not demonstrate a significant impact on employee performance.

DISCUSSION

The Effect of Job Satisfaction on Employee Performance

According to the findings from hypothesis testing with the Partial Least Squares (PLS) approach, it was revealed that job satisfaction positively influences employee performance, though the effect is not significant. This is shown by a positive path coefficient; however, the t-statistic is under 1.96 and the p-value exceeds 0.05. Consequently, the theory proposing that job satisfaction notably influences employee performance is dismissed. These findings suggest that while workers at PT. Agra Jaya experiences a fairly high degree of job satisfaction; however, this satisfaction has not yet significantly influenced the enhancement of employee performance. According to the descriptive analysis, various job satisfaction indicators—like the correlation of salary with skills and duties—continue to have comparatively lower average ratings than other indicators. This situation indicates that the level of job satisfaction among employees has not yet completely led to an ideal enhancement in performance.

The findings of this study are consistent with recent research by Wahyuni and Prabowo (2024), which found that job satisfaction has a positive but insignificant effect on employee performance. That study explains that job satisfaction plays a greater role in improving employees' attitudes and comfort at work, but does not always have a direct impact on performance outcomes when performance is more determined by the work system and organizational targets. Another study by Setiawan et al. (2023) also shows that in organizations with clear Standard Operating Procedures (SOPs) and strict work targets, employees are still required to achieve certain performance levels regardless of their perceived level of job satisfaction. Under these conditions, job satisfaction tends to function as a supporting factor rather than the primary determinant of performance. Theoretically, Robbins and Judge (2017) state that the relationship between job satisfaction and performance is complex and not always strong. Employees who feel satisfied do not necessarily demonstrate high performance if this is not accompanied by motivation, organizational commitment, and adequate work system support. This is reinforced by the view of Judge et al. (2001), who explain that the correlation between job satisfaction and performance tends to be moderate and is influenced by various contextual factors. Thus, it can be concluded that job satisfaction in this study has a positive influence on

employee performance, though it is not yet statistically significant. This indicates that improving employee performance at PT. Agra Jaya should not depend only on enhancing job satisfaction but also needs to bolster other elements like Organizational Citizenship Behavior, work discipline, and the efficiency of communication and performance monitoring systems.

The Impact of Organizational Citizenship Behavior on Employee Performance

Results from hypothesis testing using the Partial Least Squares (PLS) method revealed that Organizational Citizenship Behavior (OCB) positively and significantly influences employee performance. This is indicated by a favorable path coefficient, a t-statistic exceeding 1.96, and a p-value below 0.05. As a result, the proposition that OCB positively and significantly influences employee performance is accepted. These findings suggest that the greater an employee's Organizational Citizenship Behavior, the greater their level of performance. OCB is evident in employees' readiness to assist colleagues, offer suggestions for the company's advancement, foster positive work relationships, and show a level of responsibility that exceeds their official obligations. This kind of behavior clearly improves the productivity and effectiveness of employees' work.

The findings of this study are consistent with recent research by Putri and Kurniawan (2024), which states that OCB has a positive and significant effect on employee performance, as extra-role behavior can improve work quality, accelerate task completion, and create a conducive work environment. Another study by Fadhlurahman et al. (2023) also confirms that employees with high levels of OCB tend to perform better than those who merely carry out tasks according to their formal job descriptions. Theoretically, Organ (1988) explains that Organizational Citizenship Behavior is voluntary behavior that does not directly yield formal rewards but contributes significantly to organizational effectiveness. Furthermore, Podsakoff et al. (2009) state that OCB plays a crucial role in improving both individual and overall organizational performance because it strengthens teamwork, reduces conflict, and enhances work coordination.

In the context of PT. Agra Jaya, high levels of OCB among employees are reflected in their willingness to help one another complete tasks, contribute innovative ideas, and maintain harmonious working relationships. These conditions foster a productive work environment, which directly impacts improved employee performance. Therefore, it can be inferred that Organizational Citizenship Behavior is vital and essential for improving employee performance. Therefore, the company needs to maintain and enhance OCB by creating a supportive work environment, providing leadership that sets a positive example, and implementing a reward system that encourages employees to go the extra mile.

The Impact of Organizational Communication on Employee Performance

According to the findings from hypothesis testing conducted with the Partial Least Squares (PLS) technique, organizational communication was determined to have a negative yet insignificant impact on employee performance. This is shown by the negative path coefficient, whereas the t-statistic is less than 1.96 and the p-value exceeds 0.05. Therefore, the proposition claiming that organizational communication significantly influences employee

performance is dismissed. These findings suggest that the enhancement of organizational communication at PT. Agra Jaya has yet to significantly enhance employee performance; in fact, it often exhibits a weak negative correlation. This situation suggests that the communication taking place is not yet fully effective and, in some situations, may actually lead to inefficiencies in work. Based on the descriptive analysis, several indicators of organizational communication – such as the clarity of work instructions and the consistency of information conveyed by management – still received relatively lower ratings. Communication that is too frequent, unstructured, or unclear can cause confusion, overlapping tasks, and slow down work processes, thereby having a less-than-optimal impact on employee performance.

These findings are consistent with a recent study by Hidayat and Lestari (2024), which found that organizational communication has a negative but insignificant effect on employee performance in organizations with a strong operational structure. The study explains that excessive communication without clear messaging can reduce employees' focus and efficiency. Another study by Rahman et al. (2023) also shows that organizational communication that is not accompanied by clear roles and good coordination tends to lead to miscommunication and workplace conflicts, thus failing to contribute positively to performance improvement. Under such conditions, employees rely more on standard operating procedures (SOPs) and work experience than on inconsistent communication directives.

Theoretically, Mintzberg (2009) states that poorly structured communication can lead to information overload—a condition in which employees receive too much information, thereby hindering decision-making effectiveness and performance. Furthermore, Downs and Adrian (2012) explain that the quality of communication is more important than the quantity of communication in supporting organizational performance. Therefore, it can be determined that in this study, organizational communication has a negative yet insignificant impact on employee performance. This suggests that communication within the organization at PT. Agra Jaya requires more organized, precise, and focused management to prevent workplace confusion and to enhance employee performance effectively.

CONCLUSIONS AND RECOMMENDATIONS

Employee Performance and Job Satisfaction

The test findings indicate that job satisfaction positively influences employee performance, though the effect is not significant. This suggests that even though PT. Employees at Agra Jaya typically experience a considerable degree of job satisfaction; however, this has not yet led to a notable enhancement in employee performance. Consequently, an enhancement in job satisfaction does not inherently guarantee better employee performance without the backing of additional elements.

Organizational Citizenship Behavior (OCB) terhadap Kinerja Karyawan

Organizational Citizenship Behavior has been demonstrated to positively and significantly influence employee performance. These results suggest that the additional efforts shown by employees – like their readiness to assist colleagues,

offering suggestions for the company's advancement, and fostering positive workplace interactions—are vital in improving employee performance at PT. Agra Jaya. Consequently, OCB is the primary factor affecting employee performance in this research.

Organizational Communication and Employee Performance

Organizational communication has a negative but insignificant effect on employee performance. This indicates that the communication taking place at PT. Agra Jaya has not yet been able to optimally support improvements in employee performance. In fact, communication that is unstructured and unclear has the potential to cause confusion in the workplace, leading employees to rely more on their experience and standard operating procedures (SOPs) than on the communication guidelines provided.

Explanatory Power of the Research Model

Based on the coefficient of determination (R^2) value of 0.114, it can be concluded that the variables of job satisfaction, OCB, and organizational communication together account for only 11.4% of the variation in employee performance, while the remainder is influenced by other variables outside the research model. This indicates that the research model has relatively weak explanatory power, though it remains acceptable in the field of human resource management, which is complex and multidimensional.

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