

The Effect of Remuneration, Time Management, on Employee Performance through Organizational Citizenship Behaviour as Intervening

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Article history: received July 05, 2024; revised July 14, 2024; accepted July 16, 2024

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ABSTRACT

The purpose of this study was to analyze the effect of remuneration, time management, on employee performance with organizational citizenship behavior as an intervening variable at Archives and Library Service Surabaya City. The sampling technique used is total sampling (saturated sample). The research sample was 40 respondents. Data collection using a questionnaire distributed to all respondents. The data collected was then analyzed using SEM-PLS analysis techniques. Results showed that remuneration has a positive and significant effect on organizational citizenship behavior. Remuneration has a positive and significant effect on organizational citizenship behavior. Remuneration has a negative and significant effect on employee performance. Time management has a positive and significant effect on organizational citizenship behavior. Time management has a positive and significant effect on employee performance. organizational citizenship behavior is negative and significant to employee performance. The effect of Remuneration has a negative and significant effect on Employee Performance with Organizational Citizenship Behavior as Mediation. The effect of Time Management has a negative and significant effect on Employee Performance with Organizational Citizenship Behavior as Mediation.

Keywords : remuneration, time management, employee performance, organizational citizenship behavior

INTRODUCTION

At Archives and Library Service Surabaya City is responsible for the management of archives and libraries in the region, in this work environment, Employee Performance can be measured through indicators such as productivity, compliance with procedures, quality of work, and active participation in organizational tasks. Remuneration or the reward system given to employees can affect their motivation and job satisfaction, competitive salaries, adequate benefits, and clear incentives can be a factor that encourages increased Employee performance. Effective time management helps employees in setting priorities, increasing productivity, and avoiding procrastination, the ability of employees to manage time well can have a positive impact on completing tasks on time, reducing stress, and improving work quality. Organizational Citizenship Behaviour refers to voluntary and proactive behaviours that go beyond the formal tasks expected of employees, Organizational Citizenship Behaviour includes actions such as helping colleagues, making constructive suggestions, participating in organizational activities, and supporting a positive work culture. In the context of this research, Organizational Citizenship Behaviour is assumed to be a variable that mediates the relationship between remuneration, time management, and Employee Performance.

Phenomenon causes a condition where a performance appraisal is needed in a company or agency in order to know the performance of each employee. This is an effort to find out the increasing

or vice versa. In addition, performance appraisals are carried out to provide a stimulus for Employee Performance. Assessing a performance needs a measurement tool including: remuneration, time management and Organizational Citizenship Behavior at work, this can affect, even human resources can have an influence on Employee Performance. Remuneration is defined as a person's total income and can consist of various separate payments determined according to different rules (Balogun & Omotoye, 2020). Apart from the influence of remuneration, time management on employee performance also plays a role. Time management is the ability to prioritize, schedule, and carry out individual responsibilities in their achievement Individuals who can manage time well will be useful for individuals to be able to carry out routines well according to (Junivar et al., 2022).

In addition to Remuneration and Time management, Employee performance can also be influenced by Organizational Citizenship Behavior. organizational citizenship behavior is the behavior of employees who contribute more than their job demands, while job satisfaction is a positive emotional state that comes from an assessment of one's work or work experience (Lestari & Ghaby, 2018) Organizational Citizenship Behavior is important for the success and continuity of the company, so Organizational Citizenship Behavior needs to be raised and improved. Job satisfaction is an employee's perception of their job, therefore one person's job satisfaction will be different from another.

Based on the description above, this study aims to examine the relationship between remuneration, time management, organizational citizenship behavior and employee performance at the Surabaya City Archives and Library Service.

Literature Review

Human Resource Management is the science and art of managing the relationship and role of labor so that it effectively and efficiently helps realize the goals of the company, employees, and society Human resource management is the process of obtaining, training, assessing, and compensating employees and for managing labor relations, health and safety, and matters relating to justice ((Dessler. 2015) in (Wulandari, 2022)), 2015) in (Wulandari, 2022)) Management is generally associated with the activities of planning, organizing, controlling, placing, directing, motivating, communicating, and making decisions carried out by each organization with the aim of coordinating the various resources owned by the company so that a product or service will be produced efficiently.

The essence of Employee Performance is the result of work or task achievement, where employees in working must be in accordance with the work program that has been determined to achieve a vision, mission and company goals. Theoretically, the definition of Employee Performance has been stated by several experts.

Effect of Remuneration on Organizational Citizenship Behavior

Research (Gultom, 2020) compensation received by employees in the form of wages provided by the company is considered sufficient for employee needs, and even more than enough, so that employees will be more active in improving their performance to work. It can be said that remuneration affects the level of organizational citizenship behavior in the company which affects how fellow employees can willingly help their colleagues.

H1 : Effect of Remuneration on Organizational Citizenship Behavior

Effect of Remuneration on Employee Performance

Remuneration can be defined as any form of reward received by employees as a result of task performance in the organization, including gifts, awards, or promotions. Providing remuneration is very important for employees to stimulate an employee to do work beyond what the organization

wants according to (Meilinda et al., 2019). So from the results of this study it can be said that Remuneration affects Employee Performance.

H2 : Effect of Remuneration on Employee Performance

The Effect of Time Management on Organizational Citizenship Behavior

Time management is about planning the day / time so that it can make the best use of the time you have. The concept or term regarding time management originated in the industrial revolution, namely when there began to be concern about managing time effectively and efficiently to be able to control one's time. Since Drucker (1966) popularized it, the concept of time management has been widely accepted as something that contributes to effectiveness.

H3 : Effect of Time Management on Organizational Citizenship Behavior

Effect of Time Management on Employee Performance

Time management is the ability to use time as effectively as possible by planning, scheduling and carrying out a responsibility that can be seen from behaviors such as organizing the workplace and not procrastinating work that must be completed. Time management is the ability to prioritize, schedule, and carry out individual responsibilities in achieving them (Kibeb sii & Chufi, 2022).

H4 : The Effect of Time Management on Employee Performance

Effect of Organizational Citizenship Behavior on Employee Performance

The success of an industry is not only determined by employee behavior that is determined according to their job description (in role behavior), but also employee behavior that is outside their job description (extra-role behavior). Organizational Citizenship Behavior is individual behavior that is free and explicitly rewarded by the formal reward system, and overall encourages the effectiveness of organizational functions. Research (Purwanto et al., 2022) Organizational Citizenship Behavior (organizational citizenship behavior) is defined as behavior that increases the value and maintenance of a social and psychological environment that supports work outcomes.

H5 : Effect of Organizational Citizenship Behavior on Employee Performance

In addition, researchers will also examine the indirect relationship between remuneration, time management on Employee Performance through organizational citizenship behavior, with the following hypothesis:

H6 : Remuneration has a significant effect on Employee Performance through Organization Citizenship Behavior as a mediator at the Surabaya City Archives and Library Service.

H7: Time management has an effect on Employee Performance through Organization Citizenship Behavior as a mediator at the Surabaya City Archives and Library Service. The framework of this research can be described in the following:

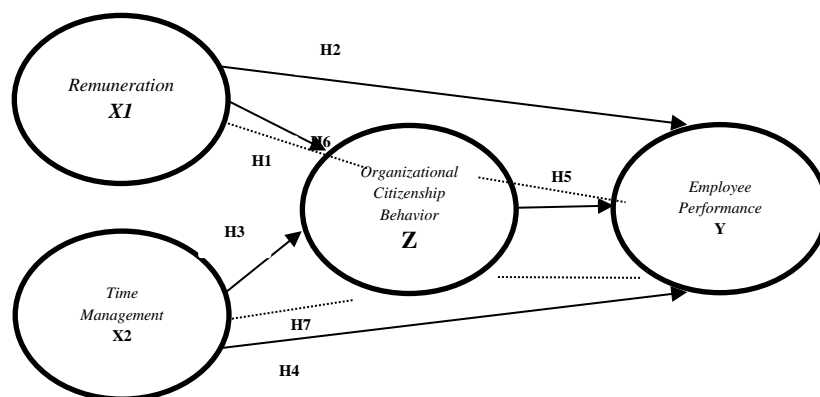


Figure 1. Conceptual Framework

RESEARCH METHODS

This research uses a quantitative approach, the data is collected in the form of numbers and then analyzed using statistical methods. The data collection method commonly used in this approach uses the survey method. Respondents or research subjects are often represented in samples that represent a larger population. The sample in this study consisted of 40 employees at the Surabaya City Archives and Library Service. This sample is a subset or small group of a larger population, namely all employees who work at the Surabaya City Archives and Library Service. Sample selection of 40 employees can be done by various methods, such as simple random sampling, where each employee in the population has the same opportunity to be selected as part of the sample. Data analysis using SmartPLS (Partial Least Square) is a method used in statistical analysis in research, especially in structural equation modeling (SEM). This method allows researchers to analyze the relationship between constructs in the model using a non-parametric approach.

RESULTS AND DISCUSSION

Validity and Reliability Test

Results of the Validity and Reliability Test can be seen in the Outer Model test with the following figure:

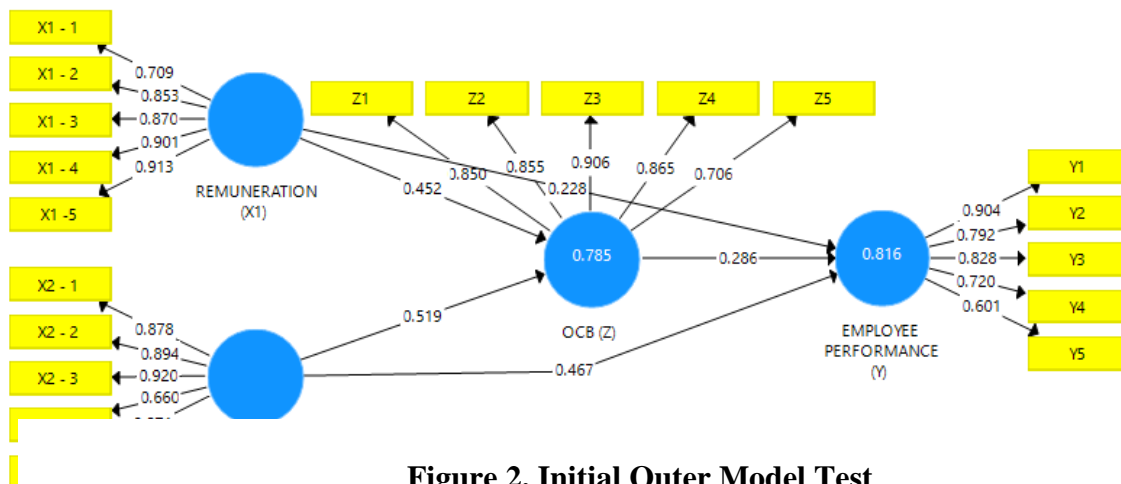


Figure 2. Initial Outer Model Test

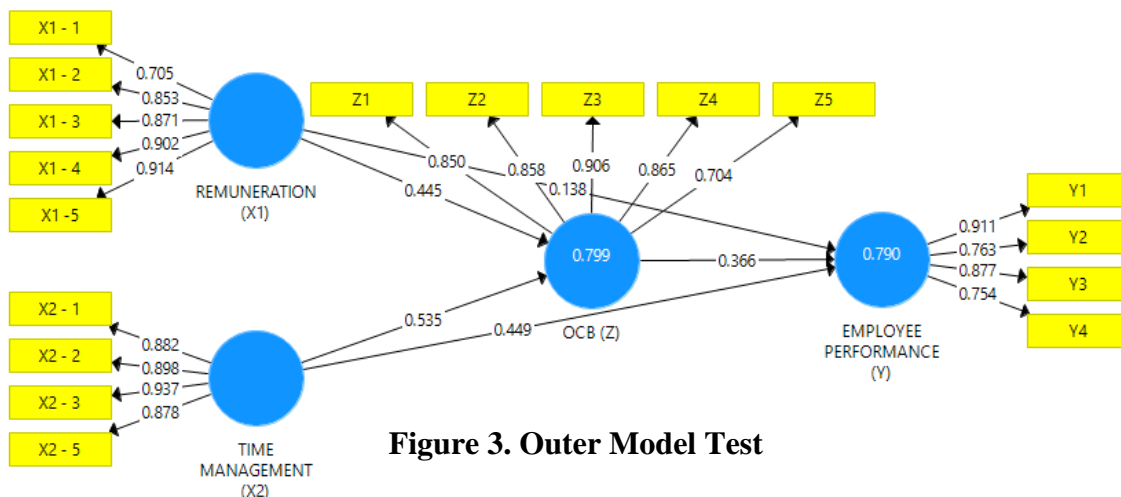


Figure 3. Outer Model Test

Data processing using SmartPLS 3.0 validity and reliability tests which can be presented in 3 ways, namely Cronbach's Alpha, rho_A, composite reliability and Average Variance Extracted (AVE).

Discriminant Validity

Discriminant validity can be known through the method by looking at the average variance extracted (AVE) value for each indicator required with a value > 0.5 as a good model, shown in the table below:

Table 1. Discriminant Validity

Variabel	Average Variance Extracted (AVE)
<i>Remuneration (X1)</i>	0,726
<i>Time Management (X2)</i>	0,808
<i>Employee Performance (Y)</i>	0,688
<i>Organizational Citizenship Behavior (Z)</i>	0,704

Source: Processed with SmartPLS 3.0

Based on the data presented in the table, it can be seen that the AVE value of all variables shows a value > 0.5, thus it can be stated that each variable has good discriminant validity.

Composite Reliability

Variables can be declared to meet composite reliability if the variable has a composite reliability value with a value > 0.6. The test results are shown in the table below:

Table 2. Composite Reliability

Variable	Composite Reliability
<i>Remuneration (X1)</i>	0,929
<i>Time Management (X2)</i>	0,944
<i>Employee Performance (Y)</i>	0,897
<i>Organizational Citizenship Behavior (Z)</i>	0,922

Source: Processed with SmartPLS 3.0

Cronbach's Alpha

The reliability test in this study was carried out by looking at the Cronbach's Alpha value. A research instrument is said to be reliable if the Cronbach's Alpha value is > 0.60 (Ghozali, 2016). Therefore, the decision-making criteria in the reliability test are as follows:

- If the Cronbach's Alpha value is > 0.60, then the question items in the questionnaire are reliable.
- If the Cronbach's Alpha value < 0.60, then the question items in the questionnaire are not reliable.

Test results are shown in the table below:

Table 3. Cronbach’s Alpha

Variable	Cronbach’s Alpha
<i>Remuneration (X1)</i>	0,905
<i>Time Management (X2)</i>	0,921
<i>Employee Performance (Y)</i>	0,846
<i>Organizational Citizenship Behavior (Z)</i>	0,894

Source: Processed with SmartPLS 3.0

Based on the test results according to the table above, all variables have a value > 0.6, it can be concluded that all variables in this study have a high level of reliability.

Hypothesis Test

Path Coefficient Test

Path coefficient evaluation is used to show how strong the effect or influence of the independent variable is on the dependent variable. The inner model scheme that has been displayed in the figure above shows that the largest path coefficient value is shown by Time Management on Organizational Citizenship Behavior with a value of 4.887. The weakest influence is shown by the effect of Remuneration on Employee Performance of 0.951.

Results of the above test show that all variables in this model have a path coefficient with a positive number, this indicates that the greater the path coefficient value in one variable on another variable, the stronger the influence between the variables.

R-Square Test

Based on the results of the data test that has been carried out, the R - Square value is obtained which is explained in the table below:

Table 4. R-Square

Variable	R-Suare
<i>Employee Performance (Y)</i>	0,790
<i>Organizational Citizenship Behavior (Z)</i>	0,799

Source: Processed with SmartPLS 3.0

Value in the table above shows that the R - Square value for the Employee Performance Variable with the result of 0.790. The R - Square value of the Organizational Citizenship Behavior Variable with a result of 0.799 is in accordance with the table above. This value can explain that the percentage of the value of Employee Performance can be explained by the variables of remuneration, time management, organizational citizenship behavior.

Hypothesis Test

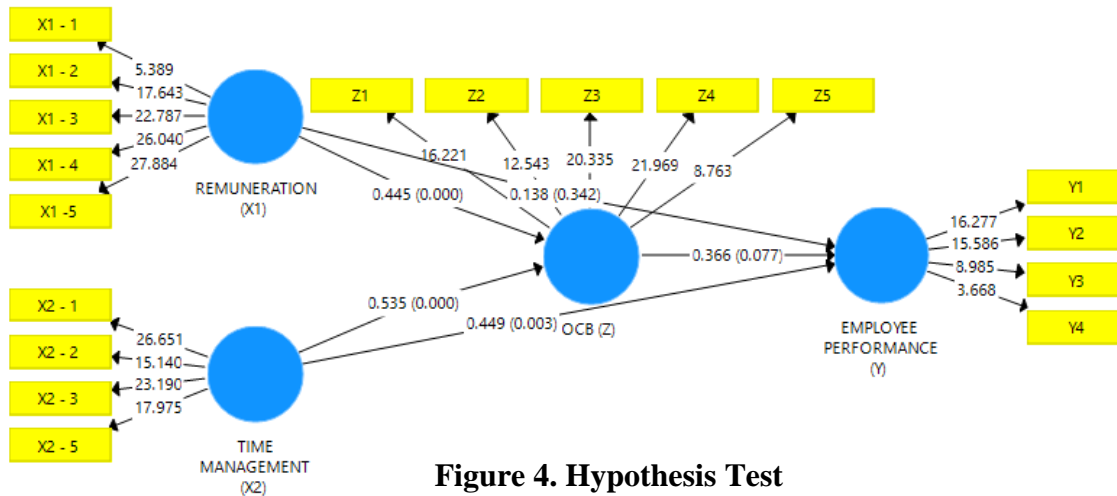


Figure 4. Hypothesis Test

Hypothesis testing in this study was carried out by looking at the T - Statistics value and the P - Values value. The hypothesis in this study can be declared accepted if the P - Values value <0.05. The test results in this study are shown in the table below: Hypothesis testing in this study was carried out by looking at the T - Statistics value and the P - Values value. The hypothesis in this study can be declared accepted if the P - Values value <0.05. The test results in this study are shown in the table below:

Table 5. Hypothesis Test

Variable	Original (O)	Mean (M)	STDEV	T Values ((O/STDEV))	P - Values	Results
X1>Z	0,445	0,457	0,111	4,005	0,000	Significant
X1>Y	0,138	0,161	0,145	0,951	0,342	Not Significant
X2>Z	0,535	0,528	0,110	4,887	0,000	Significant
X2>Y	0,449	0,471	0,150	2,991	0,003	Significant
Z>Y	0,366	0,320	0,207	1,771	0,077	Not Significant

Source: Processed with SmartPLS 3.0

Table 6. Mediation Hypothesis Test

Variable	Original (O)	Mean (M)	STDEV	T Values ((O/STDEV))	P - Values	Results
X1>Z>Y	0,163	0,141	0,102	1,592	0,112	Not Significant
X2>Z>Y	0,196	0,171	0,120	1,639	0,102	Not Significant

Source: Processed with SmartPLS 3.0

Based on the test results in the table above, it can be seen that of the 7 hypotheses proposed in the study with the results that have P - Values <0.05 , 3 hypotheses are significant. While those with P - Values > 0.05 as many as 4 hypotheses are not significant.

DISCUSSION

a. Effect of Remuneration on Organizational Citizenship Behavior

Results in the table can be seen that the original sample value (O) is 0.445 with P - Values 0.000 below 0.05 and the T - Statistic value of $4.005 > 1.962$ (greater than 1.96). These results indicate that the effect of remuneration on Organizational Citizenship Behavior is significant.

Results of this study support the results of research (Gultom, 2020) Compensation received by employees in the form of wages provided by the company is considered sufficient for employee needs, and even more than enough, so that employees will be more active to improve their performance to work.

Results of this study contradict the results of research conducted by (Suhardi, 2019) the better the amount of compensation provided by the company to employees will reduce the level of Organizational Citizenship Behavior (Organizational Citizenship Behavior) of employees to be willing to help their coworkers, on the contrary, if the compensation provided by the company is low, then the employee's desire to be willing to help his coworkers Organizational Citizenship Behavior (organizational citizenship behavior) will increase. which shows the influence of remuneration on employee performance.

b. Effect of Remuneration on Employee Performance

Results in the table can be seen that the original sample value (O) is 0.138 with P - Values 0.342 above 0.05 and the T - Statistic value of $0.951 < 1.962$ (smaller than 1.96). These results indicate that the effect of remuneration on employee performance is not significant.

Results of this study support the results of research conducted by (Megawe et al., 2020) which proves that remuneration has no effect on employee performance. This means that the better the application of remuneration carried out by the RSUP Prof. Dr. R.D. Kandou Manado, the better employee performance will be. The existence of the influence of the application of remuneration financially as can be seen from the amount of salary given, the amount of allowances provided, then non-financial remuneration as can be seen from the responsibilities given according to ability and the application of position promotions in accordance with employee achievement.

Results of this study contradict the results of research conducted by (Wasti Rachmawaty, 2020) which shows the effect of remuneration on employee performance.

c. Effect of Time Management on Organizational Citizenship Behavior

Results in the table can be seen that the original sample value (O) is 0.535 with P - Values 0.000 below 0.05 and a T - Statistic value of $4.887 > 1.962$ (greater than 1.96). These results indicate that the effect of time management on Organizational Citizenship Behavior is significant. Results of this study can be said that time management is very influential on employee behavior in carrying out their duties and functions. In addition, the elements of time management are prioritizing tasks, planning, scheduling, organizing, and delegating employee functions.

Time management affects employee habits in carrying out their duties, with time management employees will have structured behavior so that they can load work efficiency properly. Results of this study have not been studied by other researchers so that these results become the novelty of this study.

d. Effect of Time Management on Employee Performance

Results in the table can be seen that the original sample value (O) is 0.449 with P - Values 0.003 below 0.05 and a T - Statistic value of $2.991 > 1.962$ (greater than 1.96). These results indicate that the effect of time management on Employee Performance is significant.

Results of this study support (Syahada & Sekarsari, 2023) with the results of the study proving that Time management has a direct positive significant effect on Employee performance at CNISP organizational citizenship behavior bank, Pemuda Surabaya branch. Time management is how a person manages time to do a job that is his responsibility. If time management is applied by employees in carrying out their duties, the results will definitely affect their performance. Thus, time management is positively and significantly related to employee performance.

e. Effect of Organizational Citizenship Behavior on Employee Performance

Results in the table can be seen that the original sample value (O) is 0.366 with P - Values 0.077 above 0.05 and the T - Statistic value of $1.771 < 1.962$ (smaller than 1.96). These results indicate that the effect of Organizational Citizenship Behavior on Employee performance is not significant. Results of this study support the results of research (Purwanto et al., 2022) and (Tistianingtyas & Parwoto, 2021) which say that organizational citizenship behavior has no effect on employee performance. This is because employees tend to carry out their main work or in accordance with job descriptions so that organizational citizenship behavior does not interfere with employee performance. Employee performance is measured by the suitability of employees to carry out their main duties, so that work outside their main duties does not affect employee performance. This shows that there is no impact of organizational citizenship behaviors on employee performance.

Results of this study do not support the results of research conducted by (Lestari & Ghaby, 2018) The results of the study concluded that the better the Organizational Citizenship Behavior (organizational citizenship behavior) of PG Krebbe Baru Malang employees, it will be able to increase job satisfaction and employee performance, so that the higher the job satisfaction felt by employees will be able to improve performance. Organizational Citizenship Behavior (organizational citizenship behavior) is not only able to increase job satisfaction, but with increasing job satisfaction, employee performance is also getting better. This also supports research (Syamsudin & Viani, 2020) and (Winahyu et al., 2019).

f. Effect of Remuneration on Employee Performance with Organizational Citizenship Behavior as Mediation

Results in the table can be seen that the original sample value (O) is 0.163 with P - Values 0.112 above 0.05 and the T - Statistic value of $1.592 < 1.962$ (smaller than 1.96). These results indicate that the effect of Remuneration on Employee performance through Organizational Citizenship Behavior as mediation is not significant.

Results of this study indicate that there is no effect of remuneration on employee performance through Organizational Citizenship Behavior at PT Hamana Works Indonesia Tegal. Employees work to fulfill their obligations to get their rights, namely wages. The company tries to provide wages in accordance with the contributions made by employees. The better the performance of an employee, of course, the remuneration received is better than other employees. Organizational Citizenship Behavior that exists in an employee is expected to make a better contribution. companies need to instill Organizational Citizenship Behavior to employees so that the resulting performance is better than without Organizational Citizenship Behavior. Employees will contribute without much calculation of more profit and not see all assignments with a rupiah

value. Results of this study contradict the results of research conducted by (Suhardi, 2019) which states that organizational citizenship behavior mediates remuneration on employee performance.

g. Effect of Time Management on Employee Performance with Organizational Citizenship Behavior as Mediation

Results in the table can be seen that the original sample value (O) is 0.196 with P - Values 0.102 above 0.05 and the T - Statistic value of $1.639 < 1.962$ (smaller than 1.96). These results indicate that the effect of Time Management on Employee performance through Organizational Citizenship Behavior as mediation is not significant.

Results of this study can be said that time management on employee behavior through organizational citizenship behavior as mediation has no significant effect in carrying out their duties and functions. This shows that employee performance is not influenced by organizational citizenship behavior. Employees can complete their duties according to how the employee prioritizes tasks, plans, schedules, organizes, and delegates employee functions.

Time management affects employee habits in carrying out their duties, with time management employees will have structured behavior so that they can streamline workloads properly. So it can be said that the role of organizational citizenship behavior as mediation has no effect if the employee has implemented time management properly.

Results of this study have not been studied by other researchers so that these results become the novelty of this study.

CONCLUSIONS

This study was conducted to examine the effect of remuneration, time management, on employee performance with organizational citizenship behavior as an intervening variable at the Surabaya City Archives and Library Service.

Sample taken in this study is by collecting data using instruments and analyzing data is quantitative or statistical. Based on Results of the data analysis described above, the following conclusions can be drawn:

1. Remuneration has a significant effect on Organizational Citizenship Behavior at Archives and Library Service Surabaya City.
2. Remuneration has no significant effect on Employee Performance at Archives and Library Service Surabaya City.
3. Time Management has a significant effect on Organizational Citizenship Behavior at Archives and Library Service Surabaya City.
4. Time Management has a significant effect on Employee Performance at Archives and Library Service Surabaya City.
5. Organizational Citizenship Behavior has no significant effect on Employee Performance at Archives and Library Service Surabaya City.
6. Remuneration has no significant effect on Employee Performance through Organizational Citizenship Behavior as mediation at Archives and Library Service Surabaya City.
7. Time Management has no significant effect on Employee Performance through Organizational Citizenship Behavior as mediation at Archives and Library Service Surabaya City.

Suggestions for further research should be added with other variables, because there are still many variables that can affect employee performance that are not discussed in this study and the relationship between variables can be developed.

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