THE INFLUENCE OF WORK MOTIVATION, ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AS AN INTERVENING VARIABLE IN COMMUNITY SENSE HEALTH CENTERS PROVINCE OF CENTRAL JAVA

Elfrido Christian Dewantara,
Kusni Ingsih
Yohan Wismantoro

ABSTRACT

In this era of globalization, competition for health service institutions is increasingly fierce, and Central Java Province Community Sensory Health Centers are also required to provide comprehensive and quality health services to consumers and their partners. This causes every health service facility to expect its employees to perform according to predetermined standards. Every employee needs to have high work motivation and organizational commitment and Organizational Citizenship Behavior (OCB) so that employee performance at work will increase. Factors that influence employee performance are work motivation and organizational commitment. Work motivation and organizational commitment will give rise to high Organizational Citizenship Behavior (OCB) so that it can become an important instrument for improving employee performance. Therefore, further analysis is needed to improve employee performance through work motivation variables, organizational commitment and as an intervening variable.The research method used in this research is descriptive analysis to show the description and responses of respondents to each research variable. Apart from that, it also uses SEM PLS to complete multiple regression when specific problems occur in the data. The research results show the influence of work motivation and organizational commitment on employee performance through Organizational Citizenship Behavior (OCB).

Keywords*:* Work Motivation, Organizational Commitment, Organizational Citizenship Behavior (OCB), Employee Performance

INTRODUCTION

The progress and growth of a company is influenced by the quality of labor available within the company (Yumna & Pradana, 2021). The quality of human resources greatly influences the running process, because people are an important factor in the life cycle of a company.

Generally, work motivation is a motivating factor for employees to carry out their duties optimally. By inspiring positively, employees will be stimulated and enthusiastic in carrying out their duties, which will have a positive impact on significant progress and growth for the organization or company. Another function of motivation is to develop a higher career (Hidayat & Atmajawati, 2022).

Organizational commitment is able to predict professional activities and work behavior. A positive attitude carried out by an individual in an organization is a reflection of organizational commitment. This situation influences employees to be independent, disciplined, maintain good relationships with co-workers, and obey organizational regulations.

Performance is a description of the implementation of actions and guidelines to achieve the goals, objectives, vision and mission of the company (Novyanti, 2015). There are several factors in employee productivity activities that can influence professional performance and should receive more attention. A company or organization must always monitor employee performance because employees are assets and their performance contributes to the goals of the company or organization. Companies or organizations that do not maintain and manage performance are likely to face non-compliance and performance deviations that can hinder progress in achieving company goals (I'tamara & Hadi, 2021).

Organizational Citizenship Behavior (OCB) is a form of voluntary action to exceed specified work standards. As Cahya *et al.* (2021) said that, OCB can improve employee performance in completing tasks that exceed the assigned task portion.

Based on the results of a preliminary survey conducted by researchers in August 2023, it was seen that there was a decrease in the number of patient visits and the patient satisfaction index for the services of the Community Sensory Health Center of Central Java Province, The results of the community satisfaction survey are as follows: In 2018 it was 83.45, in 2019 it was 84.30, in 2020 it was 85.75, in 2021 it was 87.25 and in 2022 it was 88.75. The survey results show that the public/patients are increasingly satisfied with the services provided even though they still do not meet the targets set.

LITERATURE REVIEW

Work Motivation Theory

According to Pragiwani et al. (2020)concluded that work motivation plays an important role in companies whose function is to achieve predetermined company goals. Indicators of work motivation include:1) Work process 2.) Challenges. 3.) Responsibility 4.) Involvement

Organizational Commitment

Organizational commitment is a condition when an employee supports an organization and is in line with its goals and interests. This is reinforced by Angraini *et al.*, (2021), stated that one of the important things that determines the sustainability of an organization in achieving its goals is employee commitment. Committed employees show a work attitude that is attentive to their work, very responsible for completing their tasks, and very loyal to the company. Commitment involves belief, which is binding and will encourage employees to do their best. In fact, human resource performance is influenced by commitment, which ultimately affects organizational performance.

Indicators of organizational commitment include: : Allen dan Meyer (2003) groups three forms of organizational commitment, namely: 1) Affective commitment, 2) Continuance commitment and 3) Normative commitment.

Organizational Citizenship Behavior (OCB) Theory

According to Ricky Lukito, (2020) explains that OCB is a form of behavior that an individual in the work environment voluntarily brings to work colleagues that has a positive impact on the company. This is reinforced by Lestari dan Ghaby, (2018), stated that to achieve high performance, companies need to increase the formation of OCB behavior in their employees, namely behavior that exceeds their duties as regulated in the job description and the formation of a collective work system. According to Qomariah *et al.* (2023), states that OCB or Organizational Citizenship Behavior usually refers to the behavior of an individual that has a positive impact on their organization. OCB can also increase employee performance. With employees who have good OCB, their performance will be good and completed on time.

OCB has several indicators, including: 1) Altruism 2) Civic civility, 3) Orderliness 4) Norms of politeness and 5) Sportsmanship.

Employee Performance Theory

The achievement of a staff is an achievement that has been achieved by the staff both quantitatively and qualitatively. The success of staff achievements can be influenced by the level of performance of staff both individually and as a team. According to Sari dan Hadijah (2016), The existence of employees is very important for the success of organizational plans. In an era of globalization full of challenges, the role of human resources will become increasingly important. Therefore, organizations must pay attention to the management of human resources in the company. Because failure to manage human resources will result in losses for the organization, namely not achieving goals or vice versa. Human resources are a very crucial organizational asset, therefore their duties and functions cannot be replaced by other resources. One way to face these challenges is by improving employee performance.

According to Triemieaty *et al.* (2019), said employees who have good jobs are those who are able to solve problems and carry out work in accordance with their responsibilities. All businesses strive to improve the performance of their employees because increasing employee performance will have an impact on better work results, which will enable the company to achieve its desired goals.

Several employee performance indicators include the following: 1) Quality; 2) Quantity; 3) Timeliness and 4) Effectiveness

The Influence of Work Motivation on OCB

Work Motivation is a form of stimulation for each employee to carry out their work. The existence of employee motivation will feel a sense of joy and enthusiasm in carrying out their work which has a positive impact on the development and growth of the organization. According to Putra & Candana (2020), motivation influences OCB. This is reinforced by Gautama dan Edalmen (2020),stated that work motivation tends to have a positive and significant influence on organizational citizenship behavior. Employees with high OCB will usually volunteer to do work outside their official responsibilities. In addition, employees with high OCB will have moral-based values, a sensitive attitude towards others, and a commitment to change. So it can be said that employees who have high work motivation also have high organizational citizenship behavior as well.

Based on the explanation, the hypothesis formulation that can be proposed in this research is that motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB).

The Influence of Organizational Commitment on OCB

Wulandari dan Prayitno (2017), stated Organizational commitment usually reflects how a person identifies themselves with the organization and how they are tied to the organization's goals. Every employee can overcome difficulties, challenges and pressure by adhering to strong commitment. Employees who are committed to their organization are definitely loyal to their organization,

thus showing that employees will be involved in OCB to reciprocate the organization's actions by reflecting that employees like working together, like helping colleagues, care about fellow employees and really do their work.

Based on the explanation, the hypothesis formulation that can be proposed in this research is that Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB).

The Effect of Motivation on Employee Performance

Work motivation is a form of encouragement within employees to carry out work better and achieve goals well. According to Chairul Anwar *et al.* (2021), Motivation has a very crucial role in influencing employee performance at work. By providing appropriate and relevant motivation, employees are given direction to carry out their tasks more effectively, thereby being able to influence increased performance. This is reinforced by Gautama dan Edalmen (2020),Work motivation tends to have a positive and significant impact on employee performance. Those who have high work motivation will also have high performance. Motivation is the desire that exists within a person to do something. Motivation arises due to the fulfillment of the company's employee needs.

Based on the explanation, the hypothesis formulation that can be proposed in this research is that work motivation has a positive and significant effect on employee performance.

The Effect of Organizational Commitment on Employee Performance

According to Nurnaningsih, (2016) Company commitment influences employee work positively, both directly and indirectly. According to Rizal *et al.* (2023), Organizational commitment is an important behavioral element that can be used to determine how likely an employee is to remain in the organization. A person who has a strong bond with the organization and is known for being committed. Employees who tend to have high commitment are expected to pay attention to maximum performance. Commitment includes accepting and believing in the principles and goals of the organization, as well as believing in feelings, involvement, and a sense of loyalty. Organizational Commitment tends to have a positive and significant effect on employee performance because employees feel at one with the organization where they work, giving rise to the employee's desire to remain in the organization throughout their term of service..

Based on the explanation, the hypothesis formulation that can be proposed in this research is that Organizational Commitment has a positive and significant effect on Employee Performance

The Influence of OCB on Employee Performance

Gautama dan Edalmen (2020), stated that organizational citizenship behavior tends to have a positive and significant influence on employee performance. Therefore, employees with high organizational citizenship behavior abilities will produce high performance as well. Organizational Citizenship Behavior has an important function in completing work more quickly and optimizing resources. OCB is believed to support the effectiveness of company functions. Companies that have employees who can do work that exceeds their job description have been proven to do and produce many advantages compared to other companies.Based on the explanation, the hypothesis formulation that can be proposed in this research is that Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance.

RESEARCH METHODS

Research variables mean the value of a person, object or activity with certain variations that the researcher chooses to study in order to reach a certain conclusion. Three variables used in this research, namely. The independent variable or variable X is considered the variable that causes the emergence of the dependent variable. Then the second variable is the intervening variable or variable Y, which theoretically can influence the relationship between the independent variable and the dependent variable, where this relationship is indirect and cannot be observed, it can be observed and measured. The last variable is the dependent variable where this variable is influenced by the independent variable.

An operational definition is a definition given to a variable, which provides an understanding or operational specification that is usually required to measure or evaluate that variable. The advantage of this operational definition is that it provides clear boundaries to avoid misunderstandings or discussions outside the intended context, as well as avoiding data measurement errors. The operational definition in research is as follows :

The data sources used in this research are primary data and secondary data. Primary data is data that comes from the first informant or can be said to be data taken or obtained directly such as the results of observations, interviews and respondents' questionnaire answers. Meanwhile, secondary data is obtained indirectly, meaning that the data is in the form of data that has been further processed and presented by other parties such as internet media, journals, books, previous research and theses and other related sources. The data analysis techniques used are descriptive analysis and statistical analysis. Descriptive analysis is analysis that functions to describe or provide an overview of the object being studied through sample or population data as it is, without carrying out analysis and making conclusions that apply to the general public. Meanwhile, statistical analysis techniques are an analytical tool that is processed using statistics which can then answer the formulations and hypotheses proposed in the research. Data analysis in this research was carried out using the Partial Least Square (PLS) method using SmartPLS software version 4.0. Therefore, this research used a Saturated sampling technique, where the sample used was the entire population.

RESULTS AND DISCUSSION

Research Data Results

Description of Respondent Characteristics

The questionnaire distributed in this research is in accordance with the number of samples in this research, namely 80 samples. The characteristics of the respondents who are the subjects of this research based on employment status, gender, age, length of service and last education will be described as follows.

Table 1. Respondents Based on Employment Status

Employment status	Frequency	Percentage
Government employees	54	67,5%
Non PNS/Contract	9	11,25%
Outsourcing	17	21,25%
Amount	80	100%

Source: Primary data processed in 2024

Based on table 1, it shows that the majority of employees have Civil Servant (PNS) status, namely 54 people (67.5%), 17 people (21.25%) have outsourcing status and 9 people (11.25%) have non-PNS/Contract status.

Table 2. Respondents Based on Gender

Gender	Frequency	Percentage
Man	15	18,75%
Woman	65	81,25%
Amount	80	100%

Source: Primary data processed in 2024

Based on table 2, it shows that the majority of employees at the Central Java Province Community Sensory Health Center are female, 65 people (81.25%) and 15 people (18.75%) male.

Table 3. Respondents Based on Age

Age	Frequency	Percentage
Less Than 30 Years	7	8,75%
31- 40 Years	33	41,25%
41 - 50 Years	25	31,25%
Over 50 Years	15	18,75%
Amount	80	100%

Source: Primary data processed in 2024

Based on table 3, it shows that 33 people (41.25%) aged 31 to 40 years, 25 people (31.25%) aged 41 to 50 years, 15 people (18.75%) aged more than 50 years and 7 people (8.75%) aged less than 30 years.

Table 4. Respondents Based on Length of Work

Length of Work	Frequency	Percentage
less than 5 years	14	17,5%
5 - 10 years	18	22,5%
11 - 15 years old	24	30%
16 - 20 years old	13	16,25%
20 - 25 Years	7	8,75%
more than 26 Years	4	5%
Amount	80	100%

Source: Primary data processed in 2024

Table 4 shows that 24 people (30%) have worked for 11 to 15 years, 18 people (22.5%) have worked for 5 to 10 years, 13 people (16.25%) have worked for 16 to with 20 years, 14 people (17.5%) with less than 5 years of work, 7 people (8.75%) with 20 to 25 years of work and 4 people (5%) with more than 26 years of work .

Table 5. Respondents Based on Last Education

Last Education	Frequency	Percentage
High school / equivalent	17	21,25%
D1/D3	28	35%
S1	27	33,75%
S2/S3	8	10%
Amount	67	100%

Source: Primary data processed in 2024

Table 5 shows that 28 people (35%) have a D1/D3 education (eg nurses, analysts, sanitarians, medical records, etc.), 27 people (33.75%) have a Bachelor's degree (eg public health, nurse, sanitarian, general practitioner), 17 people (21.25%) had a high school/equivalent education and 8 people (10%) had a master's/doctoral degree (e.g. doctorate, specialist doctor, master's in health management, master's in law, etc.).

Description of Research Variables

Based on the answers or responses of employees of the Central Java Province Community Sensory Health Center as respondents to each variable, it can be seen in the following table:

Table 6. Respondents' Responses Regarding Work Motivation Variables

	SS		S		N		TS		STS		Amount	Indeks
Indicator	F	Skor	F	Skor	F	Skor	F	Skor	F	Skor		
Work process	28	140	47	188	3	9	1	2	1	1	340/80	4,25
Challenge	30	150	42	168	5	15	2	4	1	1	338/80	4,22
Responsibility	25	125	46	184	6	18	2	4	1	1	332/80	4,15
Involvement	32	160	32	128	13	39	2	4	1	1	332/80	4,15
Average												4,19

Source: Primary data processed in 2024

Based on table 6 above, it can be seen that the work motivation variable has 4 indicators and each indicator has one statement. The average result shows a value of 4.19, meaning the response from respondents is high. The highest statement index is regarding work processes with an index of 4.25.

The next statement is about challenges in working with an index of 4.22 where these challenges are implemented by doing work well from the beginning to the end of the work.

The statement of involvement in work has an index of 4.15 where this involvement is implemented by always participating in activities in the work environment so that if employees are involved in work it will increase work motivation and performance and the statement of responsibility with an index of 4.15 shows that this sense of responsibility is implemented with Don't give up easily in doing work and challenges.

Table 7. Respondents' Responses Regarding Organizational Commitment Variables

	SS		S		N		TS		STS		Amount	Indeks
Indicator	F	Skor	F	Skor	F	Skor	F	Skor	F	Skor		
Affective commitment	24	120	38	152	15	45	2	4	1	1	322/80	4,02
Continuity commitment	34	170	32	128	12	36	1	2	1	1	337/80	4,21
Normative commitment	32	160	45	180	1	3	1	2	1	1	346/80	4,32
Average												4,18

Source: Primary data processed in 2024

Based on table 7 above, it can be seen that the organizational commitment variable has 3 indicators and each indicator has one statement. The average result shows a value of 4.18, meaning the response from respondents is high. The statement with the highest index is the statement of normative commitment with an index of 4.32 indicating that commitment is caused by responsibility for everything that has been done while working, a feeling of obligation to remain in the organization because this action is the right thing to do.

The next statement is continuance commitment with a value of 4.21. This shows that Continuance Commitment, namely a commitment that describes the health services provided as having benefits for both patients and individual employees as well as the Community Senses Health Center.

The statement of Affective Commitment with an index of 4.02 shows the emotional connection of employees, identification and involvement of employees in an organization, feeling suitable for the job they are currently facing, individuals

staying in an organization because of their emotional ties and own desires. related to employees' emotional relationship with the organization.

Table 8. Respondents' Responses Regarding Organizational Citizenship Behavior (OCB) Variables

Indicator	SS		S		N		TS		STS		Amount	Indeks
	F	Skor	F	Skor	F	Skor	F	Skor	F	Skor		
Altruism	15	75	37	148	25	75	2	4	1	1	303/80	3,79
Civility of citizenship	20	100	42	168	15	45	2	4	1	1	318/80	3,97
Orderly	29	145	34	136	11	33	4	8	2	2	324/80	4,05
Politeness Norms	30	150	37	148	11	33	1	2	1	1	334/80	4,17
Sportsmanship	16	80	36	144	22	66	5	10	1	1	301/80	3,76
Average												3,95

Source: Primary data processed in 2024

Based on table 8 above, it can be seen that the organizational commitment variable has 5 indicators and each indicator has one statement. The average result shows a value of 3.95, meaning the response from respondents is high. The statement with the highest index is the statement of politeness norms with an index of 4.17 stating that politeness values greatly determine behavior in an individual's work environment. Mutual respect and politeness towards work partners is very important to foster in organizations so that the higher the politeness, the higher the OCB in an organization. Furthermore, the statement regarding being orderly with an index of 4.05 states behavior that exceeds minimum prerequisites such as attendance, compliance with rules, always coming to the office on time, arriving early, so being ready to work when the work schedule starts on time every day regardless of season or traffic and so on, don't waste time talking outside of work and come immediately if needed.

A sportsmanship statement with an index of 3.76 states that he always tolerates discomfort that occurs in the work environment, the ability to tolerate without complaining, refrain from complaining and swearing activities Does not find fault within the organization Does not complain about everything Does not exaggerate external problems proportions Dimensions. The statement of civic civility with an index of 3.97 indicated voluntarily participating in the work environment and the Altruism statement with an index of 3.79 was willing to help with other people's tasks outside of my work.

Table 9. Respondents' Responses Regarding Performance Variables

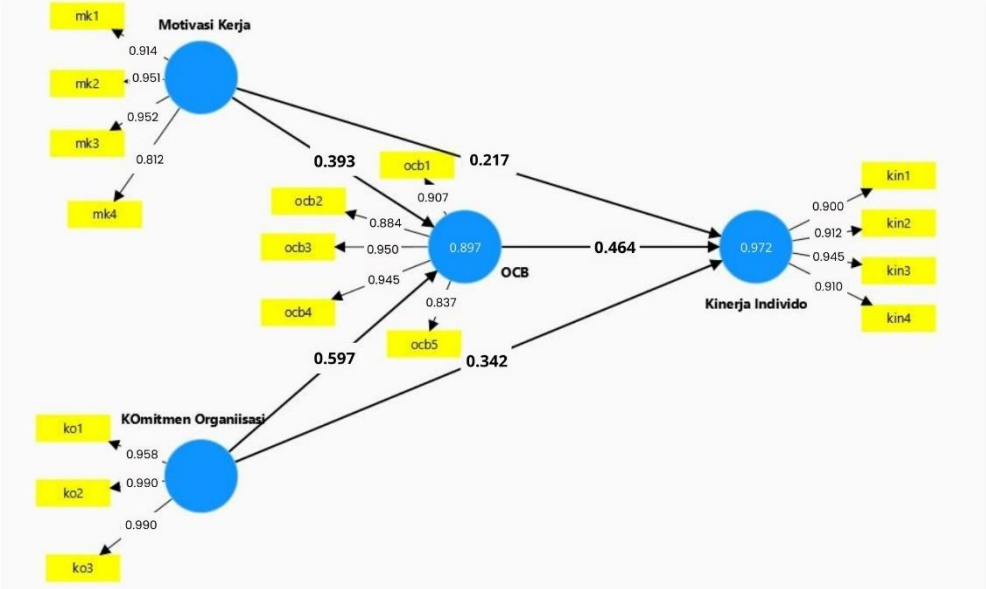
Indicator	SS		S		N		TS		STS		Amount	Indeks
	F	Skor	F	Skor	F	Skor	F	Skor	F	Skor		
Quality	32	160	40	160	6	18	1	2	1	1	341/80	4,26
Quantity	28	140	34	136	15	45	2	4	1	1	326/80	4,07
Punctuality	29	145	37	148	12	36	1	2	1	1	332/80	4,15
Effectiveness	22	110	48	192	5	15	3	6	2	2	325/80	4,06
Average												4,13

Source: Primary data processed in 2024

In table 4.9 above it can be seen that the organizational commitment variable has 4 indicators and each indicator has one statement. The average result shows a value of 4.13, meaning the response from respondents is high. The statement with the highest index is the quality statement with an index of 4.26, manifested by behavior to do work optimally. Work quality is measured by employee perceptions of the quality of the work produced as well as the perfection of tasks relative to the employee's skills and abilities. The quality of employee work can be measured from the employee's perception of the quality of work produced as well as the perfection of tasks regarding the employee's skills and abilities. Furthermore, the timeliness statement with an index of 4.15 is the level of activities completed at the beginning of the stated time, carrying out work in a good management manner, seen from the perspective of coordination with output results and maximizing the time available for other activities.

The quantity statement with an index of 4.07 is realized by being able to complete work on time and on the specified target, namely the amount produced expressed in terms such as number of units, number of activity cycles completed.

The statement of effectiveness with an index of 4.06, states that employees of the Central Java Province Community Sensory Health Center have used organizational resources to the maximum and in accordance with applicable regulations.



Picture 1. Outer Model

Source: Primary data processed in 2024

Based on Figure 1, it is known that each item stating the variables work motivation, organizational commitment, OCB and employee performance has a correlation or relationship with the latent variable, namely loading factor > 0.70. This means that convergent validity in this research is good.

Hypothesis test

Hypothesis testing in this research uses full model structural equation modeling (SEM) analysis. In the full model structural equation modeling, apart from confirming the theory, it also explains whether or not there is a relationship between latent variables.

Table 10. Direct Effect Test Results

Research variable	Original Sample (O)	P Values
Work motivation (X1) → Employee Performance (Y)	0,217	0,001
Work motivation (X1) → Organizational Citizanship Behavior (OCB) (Z)	0,393	0,000
Organizational Commitment (X2) → Employee Performance (Y)	0,342	0,000
Organizational Commitmenti (X2) → Organizational Citizanship Behavior (OCB) (Z)	0,597	0.000
Organizational Citizanship Behavior (OCB) (Z) → Employee Performance (Y)	0,464	0,000

Source: Primary data processed in 2024

Table 11. Indirect Effect Test Results

Research variable	Original Sample (O)	P Values
Work motivation (X1) → Organizational Citizanship Behavior (OCB) (Z) → Employee Performance (Y)	0,183	0,001
Organizational Commitment (X2) → Organizational Citizanship Behavior (OCB) (Z) → Employee Performance (Y)	0,277	0,000

Source: Primary data processed in 2024

Table 12. Total Effect Test Results

Research variable	Direct	Indirect	Total influence
Work motivation (X1) → Organizational Citizanship Behavior (OCB) (Z) → Employee Performance (Y)	0,217	0,183	0,400
Organizational Commitment (X2) → Organizational Citizanship Behavior (OCB) (Z) → Employee Performance (Y)	0,342	0,277	0,619

Source: Primary data processed in 2024

Based on the table above, it can be seen that the total influence value between motivation and employee performance is 0.400. Meanwhile, the total influence of organizational commitment on employee performance is 0.619. This value shows that the influence is significant. The magnitude of the total influence can be found by adding up the magnitude of the direct influence and the magnitude of the indirect influence.

DISCUSSION

The Influence of Work Motivation on Employee Performance

Based on research, it is known that the Work Motivation variable has a direct effect with a path coefficient value of 0.217 in a positive direction, which indicates that there is a unidirectional relationship between Work Motivation and Employee Performance, which means that the higher the level of work motivation, the higher the performance. The t-statistical results show a figure of 3.221>1.96 with a p-value of 0.001 <0.05. So it can be concluded that work motivation has a positive and significant effect on the performance of employees at the Community Sensory Health Center of Central Java Province.

The Effect of Organizational Commitment on Employee Performance

Based on the table above, it is known that the organizational commitment variable has a direct effect with a path coefficient value of 0.342 in a positive direction, which indicates that there is a unidirectional relationship between organizational commitment and employee performance, which means that the higher the organizational commitment, the higher the performance. The t-statistical results show a figure of 5.219 > 1.96 with a p-value of 0.000 < 0.05. So it can be concluded that Organizational Commitment has a positive and significant effect on the Performance of Public Sensory Health Center Employees in Central Java Province.

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

Based on the research results, it is known that the variable Organizational Citizenship Behavior (OCB) has a direct effect with a path coefficient value of 0.464 in a positive direction, which indicates that there is a unidirectional relationship between Organizational Citizenship Behavior (OCB) and employee performance, which means the higher the Organizational Citizenship Behavior (OCB).) the higher the performance will be. The t-statistical results show a figure of 5,330 > 1.96 but with a p-value of 0.000 < 0.05. So it can be concluded that Organizational Citizenship Behavior (OCB) has a positive and significant effect on the performance of employees at the Central Java Province Community Sensory Health Center. .

The Influence of Work Motivation on Employee Performance through Organizational Citizenship Behavior (OCB)

The research results show that work motivation has a direct effect on employee performance through Organizational Citizenship Behavior (OCB) with a coefficient of 0.183 and a t-statistical result of 3.183 > 1.96 and a p-value of 0.001 < 0.05. Through this data, it can be concluded that Organizational Citizanship Behavior (OCB) is able to mediate the relationship between work motivation and employee performance at the Community Sensory Health Center of Central Java Province.

The Influence of Organizational Commitment on Employee Performance through Organizational Citizenship Behavior (OCB)

The research results show that Organizational Commitment has a direct effect on performance through Organizational Citizanship Behavior (OCB) with a coefficient of 0.277 and a t-statistical result of 4.302 > 1.96 and a p-value of 0.000 < 0.05. Through this data, it can be concluded that Organizational Citizanship Behavior (OCB) is able to mediate the relationship between organizational commitment and the performance of employees at the Community Sensory Health Center of Central Java Province.

CONCLUSION

Based on the research results explained in the previous chapter, the following conclusions can be drawn:

1. Work Motivation has a positive and significant effect on the Performance of Employees at the Public Senses Health Center of Central Java Province,
2. Organizational Commitment has a positive and significant effect on the Performance of Public Sensory Health Center Employees in Central Java Province.
3. Organizational Citizenship Behavior (OCB) has a direct influence on employee performance.
4. Organizational Citizanship Behavior (OCB) is able to mediate the relationship between work motivation and employee performance at the Community Sensory Health Center of Central Java Province.
5. Organizational Citizenship Behavior (OCB) is able to mediate the relationship between organizational commitment and employee performance at the Community Sensory Health Center of Central Java Province.

SUGGESTION

Based on the conclusions that the author has outlined, the suggestions that the author can give for consideration are::

1. Good performance will certainly have a positive impact on organizational performance, in this case the Community Sensory Health Center of Central Java Province, so this must be maintained and paid attention to, especially in relation to organizational commitment, work motivation and Organizational Citizanship Behavior (OCB), including: :

a. Increasing organizational commitment, through:
   1) Creating a comfortable, conducive and inspiring work environment.
   2) Providing useful rewards for employees, especially providing incentives.
   3) Instill employee integrity to complete work according to the responsibilities they carry out.
b. Increasing employee work motivation, through:
   1) Involve employees in every activity in the work environment
   2) Provide support and attention and immediately follow up on employee problems and challenges/obstacles when carrying out their duties
   3) Provide technical guidance/supervision to employees on a regular basis
   4) Place employees according to their competencies and skills
c. Increasing OCB, through :
   1) Improve team collaboration in completing tasks
   2) Involve all employees to complete tasks
   3) Improve employee discipline
   4) Creating a conducive work environment
   5) Creating a work culture and tolerance
d. Improving Employee Performance, through:
   1) Creating a work climate that is oriented towards work results
   2) Increase regular monitoring and evaluation of employee performance
   3) Develop an effective and efficient work plan
   4) Optimization of health resources

2. To future researchers, it is hoped that further research will be conducted regarding what factors can influence the performance of Central Java Province Public Sensory Health Center employees from various different factors from this research.

REFERENCES

Allen, N.J., dan J.P Mayer. (2003). Commitment in the Worklace (Theory Research and Application). Sage Publications. Landon.

Angraini, R., A. Parawangi, dan N. Mustari. 2021. Pengaruh Komitmen Organisasi Terhadap Kinerja Pegawai di Badan Kepegawaian dan Diklat Daerah Kabupaten Enerkang.Jurnal Unismus. 2 (3) : 875-888.

Cahya, A. D., Aji, A. W., & Utomo, D. (2021). Analisis Pengaruh Pengalaman Dan Organizational Citizenship Behavior Terhadap Kinerja Karyawan PT. Hari Mukti Teknik Yogyakarta Era Adaptasi Baru Pandemi Covid-19. *Jurnal Ilmiah Manajemen Kesatuan*, *9*(3), 533–544.

Chairul Anwar, M., Ahmadi, S., Tinggi, S., Ekonomi, I., & Jakarta, I. (2021). Pengaruh Organizational Citizenship Behavior dan Motivasi Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intervening *(Effect of Organizational Citizenship Behavior and Work Motivation on Employee Performance with Job Satisfaction as Intervening Variable)*. http://ejurnal.stieipwija.ac.id/index.php/prc21.

Gautama, K. D. dan Edalmen. (2020). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan dengan Organizational Citizenship Behavior sebagai Mediasi.Jurnal Manajerial dan Kewirausahaan, II (3) : 749-757.

Hidayat, R. S., & Atmajawati, Y. (2022). Pengaruh Motivasi, Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan *Di Pt. Toyota Astra Financial Service Surabaya*.

I'tamara, I., & Hadi, H. K. (2021). Jurusan Manajemen Fakultas Ekonomika dan Bisnis Universitas Negeri Surabaya. In *Jurnal Ilmu Manajemen* (Vol. 9).

Lestari, E. R., & Ghaby, N. K. F. (2018). Pengaruh Organizational Citizenship Behavior (OCB) terhadap Kepuasan Kerja dan Kinerja Karyawan. *Industria: Jurnal Teknologi Dan Manajemen Agroindustri*, *7*(2), 116–123.

Novyanti, J. S. (2015). *Pengaruh Motivasi Kerja, Lingkungan Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai Pada Bappeda Provinsi Sulawesi Tengah*.

Nurnaningsih, S. (2016). *Economic Education Analysis Journal Pengaruh Kepuasan Kerja, Motivasi Kerja Dan Komitmen Organisasi Terhadap Kinerja Melalui Organizational Citizenship Behavior (OCB) Sebagai Variabel Intervening Info Artikel*. http://journal.unnes.ac.id/sju/index.php/eeaj

Pragiwani, M., Lestari, E., Alexandri, M. B., Tinggi, S., & Indonesia, E. (2020). *Pengaruh Motivasi, Kompetensi, Disiplin Dan Kompensasi Terhadap Kinerja Karyawan (Studi Kasus Pada Karyawan Pt. Tektonindo Henida Jaya Group)* (Vol. 3, Issue 3).

Organ, D. W. 2006. Organizational Citizenship Behavior: The Good Soldier Syndrome. Lexington, MA: Lexington Books.

Putra, R. A., & Candana, D. M. (2020). *Pengaruh Motivasi Organisasi Dan Komitmen Terhadap Kinerja Karyawan Dengan Organizational Citizenhip Behavior (Ocb) Sebagai Variabel Intervening Pada Karyawan Rumah Sakit Umum Daerah (Rsud) Dr. Muhammad Zein Painan*. *2*(1). https://doi.org/10.31933/JEMSI.

Qomariah, N., P. K. S. Wiguna, N. N. P. Martini, M. Thamrin, dan Nursaid. (2023). Improvement of Organizational Citizenship Behavior and Employee Performance Based on Transformational Leadership and Organizational Culture. ICAME. 616-633.

Ricky Lukito. (2020). *Pengaruh Organizational Citizenship Behavior Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Pada Produksi Pvc Di Ud. Untung Jaya Sidoarjo* (Vol. 8, Issue 2).

Rizal, M., H. V. Alam, dan L. L. Asi. (2023). Pengaruh Komitmen Organisasi Terhadap Kinerja Pegawai Pada Dinas Pendidikan Kota Gorontalo. JAMBURA, 5(3) : 1126-1140.

Sari, R. N. I. dan H. S. Hadijah. (2016). Peningkatan kinerja pegawai melalui kepuasan kerja dan disiplin kerja. Jurnal Pendidikan Manajemen Perkantoran. 1 (1) : 204-214.

Sugiyono. 2015. Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung : ALFABETA.

Tobing, D. S. K. L. (2009). Pengaruh Komitmen Organisasional dan Kepuasan Kerja Terhadap Kinerja Karyawan PT . Perkebunan Nusantara III di Sumatera Utara. Jurnal Manajemen Dan Kewirausahaan, 11(1), 31-37.

Triemiaty, M. S. Maarif, M. J. Affandi, dan Pawenary. (2019). Strategi Peningkatan Kinerja Karyawan Pada Perusahaan Konstruksi. Program Magister Institut Pertanian Bogor. 4 (1) : 54-68.

Wulandari, D. A. dan A. Prayitno. (2017). Pengaruh Motivasi Kerja dan Lingkungan Kerja Terhadap *Organizational Citizenship Behavior* Dengan Komitmen Organisasi Sebagai Variabel Intervening. Jurnal Penelitian Ekonomi dan Bisnis, 2 (1) : 46 - 57 .

Yumna, A., & Pradana, M. (2021). *Pengaruh Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan Pt Armindo Jaya Mandiri The Influence Of Work Environment On The Employees Work Productivity At Pt Armindo Jaya Mandi*.

Elfrido Christian Dewantara**,**
Faculty of Economics and Business
Dian Nuswantoro University, Semarang, Indonesia
E-mail : elfrido90@gmail.com

Kusni Ingsih
Faculty of Economics and Business
Dian Nuswantoro University, Semarang, Indonesia
F-mail : kusni.ingsih@dsn.dinus.ac.id

Yohan Wismantoro
Faculty of Economics and Business
Dian Nuswantoro University, Semarang, Indonesia
E-mail : yohan.wismantoro@dsn.dinus.ac.id