

The Role of Job Satisfaction Mediating Time Management and Organizational Citizenship Behavior on Performance



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ABSTRACT: This study aims to analyze the effect of job satisfaction in mediating time management and organizational citizenship behavior on the performance. The population in this study was employee of Regional Technical Implementation Unit of the Payangan District Health Center in Gianyar Regency with a sample size of 81 people. This type of research is quantitative with data collection techniques using questionnaires, and the data analysis technique used is descriptive and inferential analysis with structural equation analysis model-partial least square (SEM-PLS) Management and organizational citizenship behavior directly have a positive and significant effect on employee satisfaction and performance, job satisfaction plays a partially significant role in mediating the effect of time management on employee performance and job satisfaction plays a partially significant role in mediating the effect of organizational citizenship behavior on employee performance.

KEYWORDS: Job Satisfaction, Time Management, Organizational Citizenship Behavior, Performance

I. INTRODUCTION

The success of an organization depends on the performance, efficiency, honesty, diligence and integrity of the employees themselves. If the performance displayed by employees is low, it will result in the organization in achieving its goals to be hampered. The problem that arises when mismanaging human resources is a decrease in employee performance. Employee performance can be seen from several parts such as the results of their work, knowledge related to work, initiative, individual mental agility, attitude and discipline in time and attendance, and can be through the quality of work and the speed of time in work (Sutrisno, 2017:152). According to Hamdan and Setiawan (2014) employee performance is determined by 3 (three) things, namely the ability, desire and environment, where to achieve good performance, employees must have a high desire and know what to do at work. Community health center or often abbreviated as puskesmas is one of the most important public health service facilities in Indonesia. The Puskesmas is a technical implementing unit for the district/city service that is responsible for implementing health development in a work area (Depkes, 2011). If viewed from the health service system in Indonesia, the role and position of the Puskesmas is as the spearhead of the leading health service system in Indonesia, the Puskesmas is responsible for providing public health services, as well as being responsible for providing medical services.

The Payangan Sub-district Health Center can also be measured by several staffing indicators, namely being able to complete personnel administration such as activity implementation plans (RPK), employee performance units (SKP), and craftsmanship in filling out employee daily records (BCHP). The delay in filling out the employee's daily logbook can cause delays in monthly reports so that employees have to remember activities manually in the last month. This also shows whether employees have good time management or not in producing work according to organizational expectations. This is in line with the results of research conducted by Amira (2018) which states that time management is one of the factors that affect performance. Aprilia (2016) states that time management is an ability to prioritize, schedule, carry out individual responsibilities for the satisfaction of the individual himself. Time management is one of the important skills that must be possessed in the world of work to achieve the implementation of previously planned work/tasks, so that these tasks can be carried out effectively and efficiently (Rosita, 2014). Therefore, time management is a series of activities carried out by someone in managing time to carry out tasks/activities. Sahito et al., (2016) stated that time management has an influence on performance because maximum work results can be produced by an employee who has good time management in doing his job. The Payangan District Health Center has patient complaints regarding the length of waiting time to obtain services. The lower the waiting time perceived by the

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patient, the higher the job satisfaction, so it can be said that the quality of service is good. However, at the Payangan District Health Center, several patient complaints were found due to the long waiting time at the registration counter, which indicates that the waiting time management at the registration counter has not met the patient's expectations. This incident was caused by the arrival of patients at the same time of arrival so that the specified SOP, namely 1 (one) patient was served at the queue counter for less than 5 (five) minutes, which was disrupted so that it indicated the employee's time management was not good at work.

The problem of time management is not only found in the health service effort unit (UKP), but is also felt in the public health effort unit health efforts community, hereinafter abbreviated as UKM, is an activity to maintain and improve health as well as prevent and overcome health problems targeting families, groups and communities. However, in carrying out its activities, the SME unit encountered several obstacles due to time constraints in making routine reports and carrying out activities so that not all levels of society felt the services in the field even though they had been assisted by the Sub-Public Health Center units in each village in Payangan District. Employees on duty at the Sub-Puskesmas also encounter several obstacles in serving the community because the locations of the Sub-Puskesmas tend to be far away from the main Puskesmas, so that the distribution of drugs and other tools needed by the community is hampered. This also indicates a lack of good time management in carrying out health service activities to the community.

Time management is not the only factor that affects performance, but is also influenced by organizational citizenship behavior (Bustomi et al., 2020). Garay (2006:33) suggests that organizational citizenship behavior or extra-role is a voluntary behavior of a worker to want to do a task or job outside his responsibilities or obligations for the advancement or benefit of his organization. OCB behavior can be in the form of helping coworkers who are having trouble at work, replacing coworkers who don't come in or taking breaks, helping colleagues whose work is overloaded, not spending time on conversations outside of work, willingness to tolerate without complaining and avoiding other things that can make results teamwork can decrease (Halim and Dewi, 2020); Bustomi et al., (2020) Abrar and Isyanto (2019) based on their research results show that organizational citizenship behavior (OCB) has a positive and significant effect on employee performance.

Based on observations, it is indicated that the OCB level of employees at the Puskesmas is still not optimal, which is indicated by the lack of cooperation between co-workers and the willingness of co-workers to help with the work if it is outside of their main duties and functions (tupoksi). Employees also do not heed the warnings of superiors when they make mistakes at work, where the warnings conveyed are often ignored by employees and tend to make the same mistakes on other days. Awareness of employees to arrive early is also still lacking and based on employee attendance data there are still many who arrive late. Another phenomenon is also seen that in providing services to patients, employees are less friendly and polite, different attitudes from social class and lack of patience of employees in providing services to patients. There is an inconsistent effect between time management on performance such as research conducted by Adams and Erik (2019); Wijaya and Suasi (2020), which states that time management has no significant effect on performance. This is due to the lack of ability of employees to solve a problem and lack of innovation so that it is constrained to complete other work. If not resolved properly, time management can have a serious impact on the organization's work targets, such as decreased income, problematic working relationships and gaps between employees.

In addition to the inconsistent results of research between time management and performance, research conducted by Amanda (2013) states that organizational citizenship behavior (OCB) has no significant effect on employee performance. The insignificant effect contained in this study does not mean that there is no effect at all, it's just that the effect is small but organizational citizenship behavior (OCB) oriented behavior is not effective enough in improving employee performance. One of the factors causing the insignificant OCB to performance is the civic virtue indicator due to the lack of employee participation in completing group assignments and showing concern for the survival of the organization. To obtain good employee performance, a company or organization should increase the job satisfaction of the employee concerned, because satisfaction and performance have a very significant relationship to the success of the company (Syardiansah et al., 2020). Job satisfaction as a form of positive emotion produced by employees from feeling comfortable when doing their jobs (Sani, 2013). Job satisfaction is a combination of extrinsic and intrinsic factors, where extrinsic factors are communication style, supervisor cooperation, salary and working conditions, while intrinsic factors include type of work and duties considered by the employee or worker (Yaseen, 2013). Employee job satisfaction can be seen through a sense of fairness and appropriateness for the remuneration received by employees such as compensation, job placement in accordance with the skills of the worker, the severity of the work borne by the worker, the atmosphere and work environment, the availability of equipment that supports the implementation of the work, the attitude of the leader and the nature of the job monotonous work or not (Hasibuan, 2017:202).

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Research conducted by Yasa & Astrama (2017) states that employee job satisfaction has a positive and significant effect on performance. When employees experience success in jobs that are mentally challenging it allows them to practice their skills and abilities, gain a greater level of job satisfaction and thus ultimately produce jobs that meet expectations (Wijaya et al., 2019). Similarly, research conducted by Hamid and Hazriyanto (2019) stated that there was an effect of job satisfaction on employee performance. In contributing to increased performance, job satisfaction can be influenced by time management (Chanie et al., 2020). Time management practices can facilitate productivity and success, contribute to work effectiveness, maintain balance and job satisfaction. Darco et al., (2018) revealed that time management has a positive effect on increasing satisfaction levels. As well as research conducted by Elsabahy et al., (2015) stated that there was a significant response related to the head nurse's time management on job satisfaction.

Job satisfaction can also be influenced by organizational citizenship behavior (Lestari and Ghaby, 2018). Organizational citizenship behavior will be shown by employees if they feel the organization has given them what they want, in other words, employees are satisfied with their work because they have had positive experiences. Over the years and until now, there are still those who think that job satisfaction has an effect on OCB. According to Podsakoff et al., (2006) satisfied employees are usually easier to make contributions that exceed the role (OCB) than others; because in social exchange theory which states that if employees are satisfied the tendency to do OCB is getting stronger because norms of reciprocity or psychological contracts will emerge. From the things above provide motivation for the author to analyze and explain the role of OCB in increasing employee job satisfaction in an organization. This is also supported by research conducted by Lukito, (2020) which states that OCB has a positive effect on job satisfaction and also has an impact on improving performance. Payangan District Health Center and the results of previous studies showed inconsistent results, so it is necessary to re-examine the effect of time management and OCB on job satisfaction, either directly or indirectly on performance.

II. LITERATUR REVIEW

A. Performance

According to Rivai (2013:14) performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and have been determined agreed together. Performance means job performance or actual performance which means work performance or actually achieved by someone (Wijaya et al., 2020). Performance is organizational behavior that is directly related to the production of goods or the delivery of services. According to Mangkunegara (2017:67) the notion of performance is the result of work both in quality and quantity achieved by a person in carrying out tasks in accordance with the responsibilities given. Information about organizational performance is a very important thing used to evaluate whether the performance process carried out by the organization so far has been in line with the expected goals or not. However, in reality, many organizations actually lack information about performance within their organization. Performance as the results of the work activities of a person or group in an organization which is influenced by various factors to achieve organizational goals within a certain period of time.

B. Time Management

According to Dewi (2011:7) time management is planning, organizing, mobilizing and monitoring time productivity. Time is one of the performance resources so it should be managed so that a task can be done effectively and efficiently. Aprilia, (2016) states that time management is the ability to prioritize, schedule, carry out individual responsibilities for the satisfaction of the individual himself. Another opinion from Widyastuti (2017: 43) says that time management is the ability to prioritize, schedule, carry out individual responsibilities for the satisfaction of the individual. Time management is an ability to determine and carry out all work with clear goals and time limits, both in personal and professional life.

C. Organizational Citizenship Behavior (OCB)

Luthans (2014:149) defines OCB as behavior that is an individual choice and initiative, not related to the organization's formal reward system but increasing organizational effectiveness. Robbins (2015:31) describes organizational citizenship behavior as optional behavior that is not part of an employee's formal work obligations but supports the effective functioning of the organization. OCB is a form of individual choice and initiative behavior which if not displayed is okay.

D. Job Satisfaction

According to Afandi (2018:73) job satisfaction is an effectiveness or emotional response to various aspects of work, a set of employee feelings about whether or not their work is fun. According to Handoko (2017: 193) job satisfaction is a pleasant or unpleasant emotional state in which employees view their work, job satisfaction reflects one's feelings towards their work, this

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is seen in the positive attitude of employees towards work and everything they face in the work environment.

F. Research Hypothesis

H1: Time management has a positive and significant effect on employee performance

H2: Organizational citizenship behavior (OCB) has a positive and significant effect on employee performance

H3: Time management has a positive and significant effect on job satisfaction

H4: Organizational citizenship behavior (OCB) has an effect positive and significant effect on job satisfaction

H5: Job satisfaction has a positive and significant effect on employee performance

H6: Job satisfaction plays a significant role in mediating the effect of time management

H7: Job satisfaction plays a significant role in mediating the influence of organizational citizenship behavior (OCB)

III. RESEARCH METHOD

A. Research Location

The research location was conducted by the author at the Regional Technical Implementation Unit. Regional Technical Implementation Unit is one of the Regional Technical Implementation Units located in Payangan District, Gianyar Regency, Bali Province.

B. Population and Sample

The population in study was employees of Regional Technical Implementation Unit of the Payangan District Health Center in Gianyar Regency, totaling 81 respondents.

C. Types of Data

The type of data used in study is quantitative data. Quantitative data is a study that can be calculated or numbered as the results of a questionnaire given to employees of Regional Technical Implementation Unit of the Payangan District Health Center in Gianyar Regency.

D. Data Sources

Primary data in the form of data obtained directly from data sources obtained through the results of distributing questionnaires obtained directly from employees of Regional Technical Implementation Unit of the Payangan District Health Center in Gianyar Regency. Secondary data is data obtained indirectly from the source but can be obtained through other studies in books, journals, articles, and other matters that are still related to this research. Secondary data in this study are in the form of previous research, journals on the internet, and books.

E. Data Collection

Techniques Data collection techniques that will be carried out in this research are by distributing questionnaires. The questionnaire contains a Likert which is used as a measuring.

IV. RESULTS AND DISCUSSION

A. Result

Puskesmas is a health service facility that organizes public health efforts and first-level individual health efforts, by prioritizing promotive and preventive efforts, to achieve the highest degree of public health in its working area (Permenkes, 2014). UPTD Payangan Health Center is a first-level health service facility in the Payangan District area. So that it has the authority and responsibility for maintaining public health in Payangan District. The Puskesmas is led by a Head of Puskesmas who is assisted by a Head of Administration; UPTD Puskesmas Payangan continues to develop both in terms of facilities and health services provided. In 2010, the UPTD of the Payangan District Health Center was established as part of the Regional Public Service Agency (BLUD). With the status of the BLUD Health Center, Payangan Health Center can increase the number of Health Human Resources (HR) and improve the quality of services provided to the community. To improve the quality of basic health services on an ongoing basis, in 2017 the UPTD of the Payangan District Health Center submitted an accreditation assessment for the Health Center and it was determined that the Payangan District Health Center had the main accredited status.

Instrument Validity Test Validity

Test is the level of accuracy of using the instrument on the symptoms of the questionnaire measurement, to determine whether the questionnaire taken is valid or not. The results of the validity test can be seen in Table 1 below:

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Table 1. Validity and Reliability Test Results Variable

No.	Variable	Indicator	Validity		Reliability	
			Correlation coefficient	Desc	Cronbach Alpha	Desc
1	Employee Performance (Y)	Y.1	0,897	Valid	0,940	Reliable
		Y.2	0,919	Valid		
		Y.3	0,897	Valid		
		Y.4	0,881	Valid		
		Y.5	0,902	Valid		
2	Time Management (X1)	X1.1	0,945	Valid	0,923	Reliable
		X1.2	0,937	Valid		
		X1.3	0,924	Valid		
3	Organizational Citizenship Behavior (X2)	X2.1	0,891	Valid	0,919	Reliable
		X2.2	0,866	Valid		
		X2.3	0,874	Valid		
		X2.4	0,849	Valid		
		X2.5	0,871	Valid		
4	Job Satisfaction(M)	M.1	0,883	Valid	0,932	Reliable
		M.2	0,900	Valid		
		M.3	0,921	Valid		
		M.4	0,882	Valid		
		M.5	0,884	Valid		

Based on Table 1 it can be seen that all indicators used to reflect the category construct are valid, because they have a correlation value greater than 0.30 and significant at the 0.05 level. The results of the variable reliability test showed that the value of Cronbach's Alpha on each construct was > 0.70, which means that the reliability of the variables of time management, organizational citizenship behavior, job satisfaction and employee performance were categorized as reliable.

Hypothesis Testing

Evaluation of the Measurement Model (Outer Model)

Convergent validity is related to the indicators of a construct that aims to determine the validity of each relationship between the indicator and its latent construct or variable. Convergent validity is measured using outer loading. The following is the result of the outer model that shows the value of outer loading using the SmartPLS 3.0 analysis tool.

Table 2. Outer Loading Model Estimation Results

Outer Loading						
	Job Satisfaction(M)	Performance (Y)	Time Management (X1)	Organizational Citizenship Behavior (X2)		
M.1	0.885					
M.2	0.903					
M.3	0.930					
M.4	0.881					
M.5	0.873					
X1.1			0.936			
X1.2			0.940			
X1.3			0.930			
X2.1				0.898		
X2.2				0.862		
X2.3				0.881		
X2.4				0.852		

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X2.5	0.858
Y.1	0.893
Y.2	0.916
Y.3	0.899
Y.4	0.889
Y.5	0.900

Source: Primary Data Processed, 2020

Based on the results of the estimated loading factor in table 2, it shows that all indicators meet the valid requirements based on discriminant validity criteria, namely the value of outer loading > 0.50 and statistically significant. Thus it can be concluded that the whole construct can be said to be valid.

Discriminant validity

Measurement of the validity of the indicators that make up the latent variable, can also be done through discriminant validity by looking at the cross loading. The results of the cross loading on discriminant validity analysis can be seen in Table 3.

Table 3. Discriminant Validity Test

Cross Loadings					
	Job Satisfaction(M)	Performance (Y)	Time (X1)	Management	Organizational Citizenship Behavior (X2)
M.1	0.885	0.882	0.772		0.795
M.2	0.903	0.900	0.776		0.865
M.3	0.930	0.851	0.875		0.876
M.4	0.881	0.716	0.809		0.801
M.5	0.873	0.741	0.741		0.870
X1.1	0.799	0.868	0.936		0.812
X1.2	0.846	0.824	0.940		0.789
X1.3	0.850	0.778	0.930		0.829
X2.1	0.878	0.875	0.810		0.898
X2.2	0.748	0.781	0.758		0.862
X2.3	0.826	0.786	0.784		0.881
X2.4	0.823	0.841	0.737		0.852
X2.5	0.813	0.679	0.672		0.858
Y.1	0.859	0.893	0.761		0.777
Y.2	0.850	0.916	0.735		0.821
Y.3	0.821	0.899	0.841		0.863
Y.4	0.797	0.889	0.866		0.828
Y.5	0.802	0.900	0.752		0.818

Source: Processed data, 2021

The test results in Table 3 show that the cross loading index value of all indicators in each construct is greater than the index value of other indicators in other constructs in one construct, so that it is declared valid based on the discriminant validity criteria.

Composite reliability and cronbach alpha

Composite reliability and cronbach alpha are used to measure the reliability of a construct, namely to test the accuracy, consistency and accuracy of the instrument in measuring the construct Analysis Composite reliability is presented in table 4.

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Table 4. Composite Reliability Test Results and Cronbach Alpha

Construct Validity and Reliability					
		Cronbach's Alpha	rho_A	Composite Reliability	Composite Reliability
Job Satisfaction (M)		0.937	0.939	0.952	0.800
Performance (Y)		0.941	0.941	0.955	0.809
Time Management(X1)		0.929	0.929	0.955	0.875
Organizational	Citizenship	0.920	0.922	0.940	0.758
Behavior (X2)					

Source: Data processed, 2021

Based on Table 4 it can be explained that the value of the composite reliability criteria for all constructs has shown an index value greater than 0.70, from Cronbach's alpha criteria, all construct index values have been greater than 0.70, meaning that overall they have met the reliable requirements based on the composite reliability criteria.

Evaluation of the Structural Model (Inner Model)

Evaluation of the structural model through the R-Square (R²)-

Square (R²) can show the strength and weakness of the influence caused by the dependent variable on the independent variable. R-Square (R²) can also show the strength of a research model. According to Chin (Lathan and Ghazali, 2012:85), the R-Square (R²) value of 0.67 is classified as a strong model, R-Square (R²) is 0.33 moderate model, and R-Square (R²) is 0, 19 is a weak model. The test results can be seen in the following table:

Table 5. R-Square Value of Endogenous Variables

R Square		
	R Square	Adjusted R Square
Job Satisfaction(M)	0.907	0.905
Performance(Y)	0.878	0.873

Source: Data processed, 2021

Table 5 shows that the R-square value of job satisfaction is 0.907; based on Chin's criteria (Lathan and Ghazali, 2012:85), then the model includes strong model criteria, the meaning is that variations in time management and organizational citizenship behavior are able to explain variations in job satisfaction by 90.70 percent, the remaining 9.30 percent is explained by variations in variables than the model being analyzed. Meanwhile, employee performance has an R-square value of 0.878 or is strong, meaning that variations in time management, organizational citizenship behavior and job satisfaction are able to explain variations in performance, namely 87.80 percent, the remaining 12.20 percent is explained by variations outside

The structural model evaluation model through Q -Square (Q²)

Q-Square Predictive Relevance (Q²) is a measure of how well the observations made give results to the research model. The value of Q-Square Predictive Relevance (Q²) ranges from 0 (zero) to 1 (one). The closer to 0 the value of Q-Square Predictive Relevance (Q²), it gives an indication that the research model is getting worse, while on the contrary it is getting further away from 0 (zero) and getting closer to the value of 1 (one), this means the research model is getting better. The criteria for the strength of the model measured based on the Q-Square Predictive Relevance (Q²) according to Lathan and Ghazali (2012:85) are as follows: 0.35 (strong model), 0.15 (moderate model), and 0.02 (weak model). The formula for Q-Square is: $Q^2 = 1 - (1 - R21)(1 - R22)$. The magnitude of the value of Q-Square is $= 1 - (1 - 0.907)(1 - 0.878) = 1 - 0.011 = 0.989$, based on this result, the estimated model is included in the criteria strong, meaning that 98.90% of the variation of endogenous constructs can be predicted by variations of exogenous constructs.

Evaluation of Structural Models through Goodness of Fit (GoF)

Goodness of Fit (GoF) is a measurement of the overall model accuracy (global), because it is considered a single measurement of the outer model measurement and the inner model. The measurement value based on Goodness of Fit (GoF) has a range of values between 0 (zero) to 1 (one). The Goodness of Fit (GoF) value which is getting closer to 0 (zero), indicates the model is

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getting less good, on the contrary the farther away from 0 (zero) and closer to 1 (one), the better the model. The criteria for the strength of the model based on the measurement of Goodness of Fit (GoF) according to Lathan and Ghazali (2012:88), are as follows: 0.36 (GoF large), 0.25 (GoF medium), and 0.10 (GoF small).

Table 6. Evaluation of Goodness of Fit

Variable Construct	R Square	AVE
Job Satisfaction	0,907	0,800
Employee Performance	0,878	0,809
Time Management		0,875
Organizational citizenship behavior		0,758
Average	0,893	0,811

Calculation with GoF shows the average value of R² is 0.893 while the average AVE is 0.811, then the GoF value is $AR^2 = A.AVE = 0.893 * 0.811 = 0.724 = 0.851$. This means that the global model is a predictive large the model used in the estimation shows a good model (fit model).

Hypothesis Testing Direct Analysis Hypothesis

Testing was carried out through the t-statistic with an alpha 0.05 (5%) or t - table 1.96. If the value of t-statistic > t-table (1.96), then this means that the test results are significant, whereas if t-statistic < t-table, it means that the test is not significant. The statistical test results can be seen in the following table:

Table 7. Statistical Testing Path Analysis

Path Between Variables	Coefficient	Original Sample (O)	Sample Mean (M)	Standard Deviation STADEV	T- Statistic	P Values	Criteria
Time Management → Employee Performance		0,255	0,261	0,100	2,541	0,011	Significant
Organizational citizenship behavior → Employee Performance		0,372	0,385	0,150	2,473	0,014	Significant
Time Management → Job Satisfaction		0,295	0,294	0,073	4,033	0,000	Significant
Organizational citizenship behavior → Job Satisfaction		0,686	0,688	0,067	10,297	0,000	Significant
Job Satisfaction → Employee Performance		0,341	0,323	0,156	2,187	0,029	Significant
Time Management → Job Satisfaction → Employee Performance		0,101	0,092	0,049	2,062	0,040	Significant
Organizational citizenship behavior → Job Satisfaction → Employee Performance		0,234	0,225	0,114	2,044	0,041	Significant

Source: Data processed, 2022

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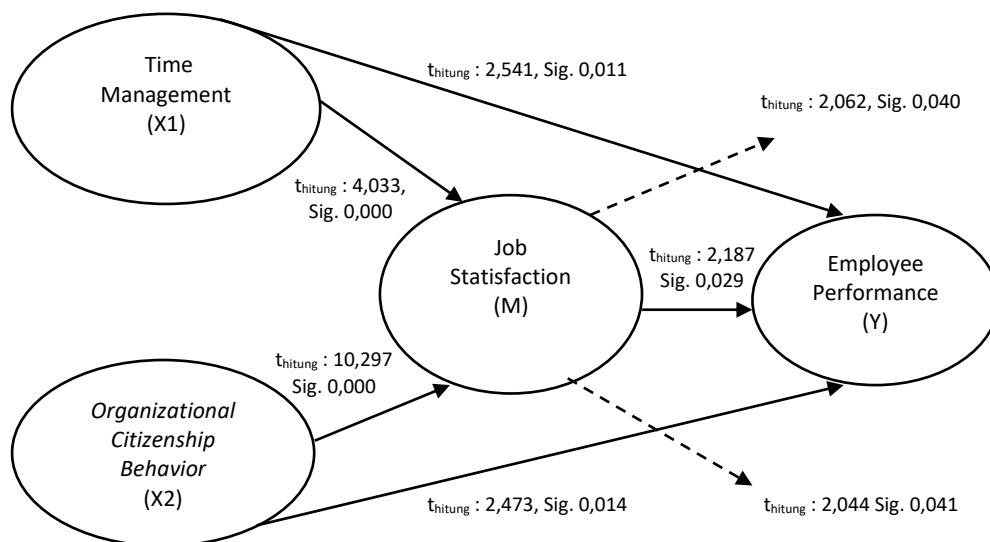


Figure 1. Statistical Test Results

Table 7 shows:

1. Time management has a positive effect of 0.255 on employee performance and the relationship is significant at the 0.05 level because the T-Statistic value is greater from 1.96 which is 2,541. Based on this description, hypothesis 1 in this study is that time management has a positive and significant effect on employee performance at UPTD. The Payangan District Health Center, Gianyar Regency was accepted.
2. Organizational citizenship behavior has a positive effect of 0.372 on employee performance and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96, which is 2.473. Based on this description, hypothesis 2 in the study, namely organizational citizenship behavior (OCB) has a positive and significant effect on employee performance at UPTD. The Payangan District Health Center, Gianyar Regency was accepted.
3. Time management has a positive effect of 0.295 on job satisfaction and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96, which is 4.033. Based on this description, hypothesis 3 in the study is that time management has a positive and significant effect on job satisfaction at UPTD. The Payangan District Health Center, Gianyar Regency was accepted.
4. Organizational citizenship behavior has a positive effect of 0.686 on job satisfaction and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96, which is 10.297. Based on this description, hypothesis 4 in the study, namely organizational citizenship behavior (OCB) has a positive and significant effect on job satisfaction at UPTD. The Payangan District Health Center, Gianyar Regency was accepted.
5. Job satisfaction has a positive effect of 0.341 on employee performance and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96, which is 2.187. Based on this description, hypothesis 5 in the study is that job satisfaction has a positive and significant effect on employee performance at UPTD. The Payangan District Health Center, Gianyar Regency was accepted.

SEM analysis with mediating effects

SEM analysis uses a comparison between the indirect effects obtained based on statistical testing with an alpha 0.05 (5%) or t -table 1.96. If the value of t -statistics $>$ t -table (1.96), then this means that the test results are significant, whereas if t -statistics t -table, it means that the test is not significant. Based on Table 7. and Figure 1. it can be described as follows:

1. Job satisfaction has a partially mediating role of 0.101 in the influence of time management on employee performance and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1, 96 which is 2,062. Based on this description, hypothesis 6 in the study, namely job satisfaction significantly mediates the effect of time management on the performance of UPTD employees. The Payangan District Health Center, Gianyar Regency was accepted.
2. Job satisfaction has a partial mediating role of 0.234 in the influence of organizational citizenship behavior on employee performance and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96, which is 2.044. Based on this description, hypothesis 7 in this study is that job satisfaction significantly mediates the effect of organizational citizenship behavior (OCB) on the performance of UPTD employees. The Payangan District Health Center, Gianyar Regency was

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accepted.

DISCUSSION

Effect of Time Management on Employee Performance

Based on the results of the study indicate that time management has a positive and significant effect on employee performance. Thus H1 in this study is accepted. This can be seen from the test results which show that time management has a positive effect of 0.255 on employee performance and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96, which is 2.541. Thus, in this study, employees at the Regional Technical Implementation Unit of the Payangan District Health Center in Gianyar Regency generally have time management with good criteria. This can be seen from the fact in the field that employees try to manage time, especially in providing services to all patients and minimize the occurrence of long queues in service. In addition, employees always try to schedule the implementation of activities by coordinating across programs and sectors in Payangan District so as to minimize the occurrence of work errors. The results of this analysis are in accordance with the results of research presented by Daniel and Santeli (2020) which state that proper time management will create a time-conscious organization that one must become more time efficient and can simplify the time management process. Mamahit (2019) in his research shows that time management has a positive and significant effect on lecturer performance. Amira (2018) shows that time management has a positive and significant effect on performance.

The Influence of Organizational Citizenship Behavior on Employee Performance

Based on the results of the study indicate that organizational citizenship behavior has a positive and significant effect on employee performance. Thus H2 in this study is accepted. This can be seen from the test results which show that organizational citizenship behavior has a positive effect of 0.372 on employee performance and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96, which is 2.473. Thus, in this study, employees at the Regional Technical Implementation Unit of the Payangan District Health Center in Gianyar Regency generally have good organizational citizenship behavior. This can be seen from the fact that employees always try to participate and show concern for the activities of the puskesmas, one of which is showing concern for serving sincerely to all visitors to achieve the UPTD motto. Payangan Health Center is serving with "SURE" namely Professional, Safe, Smile, Transparent and Innovative. The results of this analysis are in accordance with the results of research presented by Halim and Dewi (2020) which states that OCB has a positive and significant effect on employee performance. Bustomi et al., (2020) stated that Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance. In line with this research, research conducted by Abrar and Isyanto (2019) found that OCB has a positive effect on performance.

The Effect of Time Management on Job Satisfaction

Based on the results of the study, it shows that time management has a positive and significant effect on job satisfaction. Thus H3 in this study is accepted. This can be seen from the test results which show that time management has a positive effect of 0.295 on job satisfaction and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96, which is 4.033. In this study, employees of the Regional Technical Implementation Unit of the Payangan District Health Center in Gianyar Regency were generally satisfied with the willingness of their colleagues to manage work time. Employees feel that good time management in doing a job will create a sense of satisfaction and comfort at work because they have completed their work on time, so that it can lead to satisfaction in their own work. Chanie et al. (2020) stated that time management practices can maintain balance and job satisfaction. Darco et al., (2018) revealed that waiting time management in an effort to increase the level of customer satisfaction can usually improve the competitiveness of micro services because this is considered a basic need for social development as well as for human civilization.

The Effect of Organizational Citizenship Behavior on Job Satisfaction

Based on the results of the study, it shows that organizational citizenship behavior has a positive and significant effect on job satisfaction. Thus H4 in this study is accepted. This can be seen from the test results which show that organizational citizenship behavior has a positive effect of 0.686 on job satisfaction and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96, which are 10.297. Thus, the results of this analysis provide information that the existence of an attitude to help each other or a willingness to behave OCB will further increase the job satisfaction of the employees of the Regional Technical Implementation Unit of the Payangan District Health Center in Gianyar Regency. With the willingness to behave voluntarily between employees to want to do tasks or work outside their responsibilities, it will create a higher sense of family because employees will show an attitude of mutual cooperation in doing a job for the progress or benefit of UPTD.

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Payangan District Health Center so that in the end it will lead to a sense of satisfaction at work. The results of this analysis are in accordance with the results of research proposed by Chaerani and Nimran (2018) which shows that there is a significant effect of OCB which consists of indicators of Altruism, Conscientiousness, Courtesy, Sportsmanship; Civic Virtue has an effect on employee job satisfaction.

The Effect of Job Satisfaction on Employee Performance

Based on the results of the study, it shows that job satisfaction has a positive and significant effect on employee performance. Thus H5 in this study is accepted. This can be seen from the test results which show that job satisfaction has a positive effect of 0.341 on employee performance and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96, which are 2.187. Thus the results of this analysis provide information that the more satisfied employees are in their work, the more their performance will increase. In this study, the job satisfaction of the employees of the Regional Technical Implementation Unit of the Payangan District Health Center in Gianyar Regency was good. This can be seen from the facts in the field that the employees of the Regional Technical Implementation Unit of the Payangan District Health Center in Gianyar Regency are able to complete work responsibly and feel happy while working because the work they receive is in accordance with the job desk given so that employee performance is maximized. With maximum employee performance, the results of employee work rarely receive a warning from superiors. The results of this analysis are in accordance with the results of research proposed by Damayanti et al., (2018) shows that there is an influence between job satisfactions on the performance of Non-Medical Employees of Siti Khadijah Islamic Hospital Palembang. As well as Carvalho et al., (2020) The results show that motivation has a significant positive effect on job satisfaction and job satisfaction of performance employees.

The Role of Job Satisfaction in Mediating the Effect of Time Management on Employee Performance

Job satisfaction has a significant mediating role of 0.101 in the effect of time management on employee performance and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96, which is 2.062. Based on this description, hypothesis 6 in the study is job satisfaction positively and significantly mediates the effect of time management on the performance of UPTD employees. The Payangan District Health Center, Gianyar Regency was accepted. Based on the test results, it can be said that job satisfaction plays a partially mediating role in the influence of time management on the performance of UPTD employees. Payangan District Health Center, Gianyar Regency. This means that employees will show performance if there is good time management by all levels of the organization and there is a sense of satisfaction in carrying out this. When employees experience success in mentally challenging jobs that allow them to practice skills and abilities, employees will experience greater levels of job satisfaction. The results of this analysis are in accordance with the results of research proposed by Amira (2018) which shows that time management has a positive and significant effect on performance and can be mediated by job satisfaction. There is a very statistically significant relationship between time management and job satisfaction (Elsabahy et al., 2015).

The Role of Job Satisfaction in Mediating the Effect of Organizational Citizenship Behavior on Employee Performance

Job satisfaction has a partial mediating role of 0.234 in the influence of organizational citizenship behavior on employee performance and the relationship is significant at the 0.05 level because the T-Statistic value is greater than 1.96 which is equal to 2,044. Based on this description, hypothesis 7 in the study is that job satisfaction positively and significantly mediates the effect of organizational citizenship behavior (OCB) on the performance of UPTD employees. The Payangan District Health Center, Gianyar Regency was accepted. Employees show an attitude to behave OCB as a form of humanitarian service towards the realization of a healthy Payangan District community based on Tri Hita Karana, namely the existence of a harmonious relationship between humans and God, humans and each other and humans and nature. So that employees will always show organizational citizenship behavior to produce work according to standards and maintain the good name of the organization, for example, UPTD employees. Payangan District Health Center is willing to take medical treatment for patients even though it is outside the job desk as a form of caring between humans. In addition, employees are willing to do work outside of working hours, such as carrying out mass vaccination activities to prevent Covid-19 cases, even though they do not receive compensation according to the work that has been done. This result is in line with the research proposed by Lukito, (2020) it was found that job satisfaction acts as a mediating variable between OCB and employee performance.

IMPLICATIONS OF RESEARCH RESULTS

Theoretical Implications

Based on the results of the analysis shows that employee performance is determined by factors, namely time management,

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organizational citizenship behavior and job satisfaction. Employee performance is most dominantly reflected by indicators of work quality and effectiveness. Completion of work in accordance with the standards set by the organization and completion of work properly must be improved, employee performance is a determinant of future success. Time management is most dominantly reflected by the indicators of making plans and arranging schedules with employee question items setting the schedule for implementing activities by coordinating across programs and sectors in Payangan District, with good time management and cross-sectoral coordination it will make it easier for employees to produce quality work. Organizational citizenship behavior is most dominantly reflected by the civic virtue with the statement always maintaining the good name of UPTD. With an attitude to maintain the good name of the organization, it will trigger employees to always work according to established procedures and in the end will produce work as expected. Job satisfaction is most dominantly reflected by employee loyalty indicators with statements that employees support and are ready to participate in all UPTD activities. Payangan District Health Center so that employees will feel that they are valued at work and make their place of work the second most comfortable home besides their individual residence.

Practical Implications

Time management at the Regional Technical Implementation Unit of the Payangan District Health Center in Gianyar Regency is good, but the leader is able to encourage employees to be more creative and innovative because based on the results of the respondent's answers, the statement determines the work target in accordance with the priority standard to get the lowest score, then it is better to have collaboration between the leadership and all employees to determine new strategies and provide encouragement and freedom for employees to be able to be more creative at work so that employees can work more optimally. Organizational citizenship behavior at the Regional Technical Implementation Unit of the Payangan District Health Center in Gianyar Regency should be able to show a polite attitude to prevent interpersonal conflicts in UPTD. Payangan District Health Center so the Motto in UPTD. Payangan Sub-district Health Center, which is serving with "SURE" namely Professional, Safe, Smile, Transparent and Innovative can be realized.

Research Limitations

The results of this study have several limitations including the method of filling out the questionnaire in the form of a self-administered survey which allows respondents to fill out the questionnaire themselves, this allows respondents to experience errors in perceiving the statements contained in the questionnaire, so that it can cause respondents' answers to be less as expected. . The results of this study were only limited to the scope of one organization, namely the Regional Technical Implementation Unit of the Payangan District Health Center in Gianyar Regency, so the generalization of the results of this study was still not strong.

CONCLUSIONS AND SUGGESTIONS

Based on the description and research results, it can be concluded that time management has a positive and significant effect on employee performance. Organizational citizenship behavior has a positive and significant effect on employee performance. Time management has a positive and significant effect on job satisfaction. Organizational citizenship behavior has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on employee performance. Job satisfaction plays a significant role partially in mediating the effect of time management on employee performance. Job satisfaction plays a significant role partially in mediating the effect of organizational citizenship behavior on employee performance. So that time management needs to be improved again by giving employees the impetus to be more creative in their work by issuing ideas and opinions so that employees can work more optimally and assign work according to priority standards in order to facilitate the workflow. In addition, employees are expected to continue to show a sense of courtesy at work so as to minimize the occurrence of intrapersonal conflicts between employees, leaders and even patients and visitors at UPTD. The placement of employees in work positions in accordance with their respective fields must also be ensured so that later employees will be motivated to work more optimally and it is hoped that employees will be able to convey their complaints at work, especially in meeting forums to prevent employees from feeling burdened by their work. Based on the limitations of the research results, further research is recommended to examine other variables/constructs that can affect employee performance at the Regional Technical Implementation Unit of the Payangan District Health Center in Gianyar Regency. And it needs to be researched qualitatively or using mixed methods to answer the phenomena that occur at the research location and as a reference to expand, deepen, prove and even invalidate the results of quantitative research.

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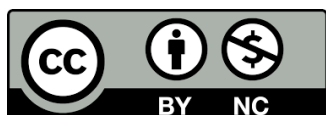
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