

# **The Effect of Competence and Job Satisfaction on Organizational Citizenship Behavior and Employee Performance**

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**ABSTRACT:** *The purpose of this study was to determine directly or indirectly the effect of employee competence and job satisfaction on employee performance through Organizational Citizenship Behavior (OCB) as an intervening variable at the Regional Secretariat of Banyuwangi Regency. The number of samples in this study was 167. The analytical technique used was the Structural Equation Model (SEM) using WarpPLS 5.0. The results of data analysis show that the employee competence variable has a significant effect on Organizational Citizenship Behavior (OCB), job satisfaction has a significant effect on Organizational Citizenship Behavior (OCB), employee competence has a significant effect on employee performance, job satisfaction has a significant effect on employee performance, Organizational Citizenship Behavior (OCB) has a significant effect on employee performance. Indirectly, employee competence and job satisfaction have a significant effect on employee performance through Organizational Citizenship Behavior (OCB).*

**KEY WORD:** *employee competence, job satisfaction, organizational citizenship behaviour, employee performance*

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## **I. INTRODUCTION**

Human resources are important assets and play a role as the main driving factor in the implementation of all agency activities or activities so that they must be managed properly through Human Resource Management (HRM). According to human resource management experts are as follows: according to Handoko (2011) human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve the goals of both individuals and organizations. According to Dessler (2015) human resource management is the process of acquiring, training, appraising, compensating employees and for managing labor relations, health and safety, and matters relating to justice. According to Simamora (2012), human resource management is the utilization, development, assessment, remuneration and management of individual members of the organization or group of workers.

According to Sudarmanto (2012) competence is the knowledge, skills, and abilities possessed by a person, which are part of him, so that he can perform certain cognitive, affective, and psychomotor behaviors. The definition and meaning of competence according to Moehersono (2013) are characteristics that underlie a person related to the effectiveness of individual performance in his work or basic characteristics of individuals who have a causal relationship or as a cause and effect with criteria that are used as references, effective or excellent or superior performance at work or in certain situations. According to Wibowo (2012) competence is an ability to carry out or perform a job or task based on skills and knowledge and is supported by the work attitude required by the job.

Job satisfaction is a feeling that supports or does not support employees who are related to their work and their conditions (Sinambela, 2012). Jobs require interaction with coworkers and superiors, following organizational rules and policies, meeting performance standards, living with often less than ideal working conditions and the like. Wibowo (2014) asserts that job satisfaction reflects attitudes and not behavior. Job satisfaction is the main dependent variable for two reasons, namely: (1) it shows a relationship with performance factors, and (2) it is a value preference held by many organizational behavior researchers.

Robbins and Judge (2015) state that successful organizations need employees who will do more than just their formal duties and are willing to provide performance that exceeds expectations. In today's dynamic world of work, where work and tasks are increasingly being done in teams, flexibility is very important. Organizations want employees who are willing to perform tasks that are not listed in their job descriptions (Robbins and Judge, 2015). According to Robbins and Judge (2015), the facts show that organizations that have employees who have good Organizational Citizenship Behavior (OCB), will have better performance than other

organizations. Luthans (2011) concluded that Organizational Citizenship Behavior is a behavior that is discretionary, not directly or explicitly recognized by the normal requirements of the job, but in aggregate it can increase the effective functioning of the organization.

Understanding performance can be said as the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him. According to Luthans (2015) suggests that performance is the quantity or quality of something produced or services provided by someone who doing work. According to Dessler (2015) suggests that performance is work performance, namely the comparison between work results and established standards. Meanwhile, Mangkunegara (2012) states that performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities given.

Based on the theory of performance which is assumed to be important in improving performance, the results of previous studies obtained insignificant results or can be said to be a research gap. The results of the research conducted by Islamia, A. N. (2021) concluded that teacher competence and Organizational Citizenship Behavior (OCB) had no significant effect on the performance of state high school teachers in Sanggau Regency during the Covid-19 pandemic. The results of his research are different from Suhardi (2019) who concludes that competence has a significant effect on employee performance, Organizational Citizenship Behavior (OCB) has a significant effect on the performance of life insurance employees in Batam City. Chandra et al., (2020) state that competence has no effect on performance. In addition, researchers also found differences in the results of the study on the relationship of job satisfaction to Organizational Citizenship Behavior (OCB) and employee performance. The results of the research by Vania, L., and Purba, S. D. (2014) concluded that job satisfaction has a significant effect on organizational commitment but has no significant effect on Organizational Citizenship Behavior (OCB) at Pantai Indah Kapuk Hospital in Jakarta. However, research by Bodroastuti and Tirtono (2019) states that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB) and employee performance.

The challenges and opportunities faced by the regional secretariat of Banyuwangi Regency are used to formulate a strategic plan as material and consideration for the potentials for the development of services for the Banyuwangi Regency regional secretariat. The challenges faced by the regional secretariat of Banyuwangi Regency include: the existence of multiple interpretations of regional autonomy which can create gaps in governance, development, and service delivery between the provincial and district/city governments. There is a regional disparity between the South Banyuwangi Region and the North Banyuwangi Region. The existence of cultural, ethnic and ethnic diversity in Banyuwangi Regency. While the opportunities that must be developed by the regional secretariat of Banyuwangi Regency are: with the existence of broad and real regional autonomy, the regional government has wider authority to utilize various resources for the benefit of the community in accordance with the applicable laws and regulations. There are demands for accountability in the administration of government, development, and services so that it demands an increase in performance to create a professional and reliable regional secretariat. The rapid development of science and information technology and the participation of the community are facts that can further accelerate the improvement of the performance of regional secretariats. Increased economic growth, especially from the tourism sector with the emergence of new tourist destinations and the existence of the Banyuwangi festival which has an impact on increasing the number of tourist visits, both local and foreign, as well as a sharp increase in hotel occupancy rates. The existence of Blimbingsari Airport which improves and facilitates community mobility. There is a central government program, namely the opening of the Southern Cross Line (JLS) which is an alternative road to unravel the density of traffic flows on the island of Java. Based on the main tasks and functions of the Banyuwangi Regency regional secretariat, several problems that often occur in the form of problem identification based on the duties and functions of the Banyuwangi Regency regional secretariat are presented in Table 1.

**Table 1. Identification of Problems Based on Duties and Functions at the Regional Secretariat of Banyuwangi Regency.**

No	Activity	Target	2016	2017	2018	2019	2020
1	Percentage of civil servants whose competence is in accordance with the standards of organizational needs	100%	50%	70%	75%	85%	85%
2	Percentage of employees who perform well	100%	85%	85%	85%	85%	85%
3	Percentage of SKPD whose AKIP score is Good/B as a result of the evaluation of the Inspectorate (TIM) of the evaluated SKPD	100%	75%	75%	75%	80%	85%
4	The average value of the community satisfaction index with SKPD services	100%	65%	85%	85%	85%	85%
5	Percentage of SKPD that have good category innovation	100%	65%	75%	75%	75%	75%
6	Percentage of legal problem solving	100%	75%	75%	75%	75%	75%
7	Percentage of well-executed inter-regional cooperation	100%	80%	75%	85%	75%	85%
8	Percentage of accountable, effective and efficient procurement of goods and services	100%	75%	75%	85%	80%	90%

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9	Percentage of policy formulation in the development sector used	100%	80%	80%	80%	85%	85%
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Source: Strategic Plan of the Regional Secretariat of Banyuwangi Regency (2021).

Based on the data in Table 1, the problem identification data for the Banyuwangi Regency regional secretariat, it can be seen that the achievement of the target for the realization of the activity program has not yet reached the maximum level, this is indicated by the work achievement of the realization of the Banyuwangi Regency regional secretariat program which has not yet reached the set target. Furthermore, based on the identification of service problems carried out by each section in the regional secretariat, there are several factors that hinder these services which may also affect the quality of support for achieving the vision, mission and work program of the regional head and deputy regional head of Banyuwangi Regency for the next 5 years. The future is, among others, not achieving the target of public services; the lack of quality human resources; guidance and development of the quality of human resources of the apparatus is still limited; still weak work culture; there is still a lack of adequate information technology facilities and infrastructure. Meanwhile, the service driving factors that can also affect the quality of support for the achievement of the vision, mission and program of the regional head and deputy head of the Banyuwangi region for the next 5 years include the demands of public service policies; technology and information development; demands for bureaucratic reform; as well as demands for the development of the quality of human resources for the apparatus.

Based on the problems found in the regional secretariat of Banyuwangi Regency, in this study, researchers found the performance phenomenon was "the lack of effectiveness of employee performance in carrying out main tasks and functions as well as in public services", so in this study, researchers tried to provide solutions to improve employee performance. with reference to the factors that are considered important, namely competence and job satisfaction on employee performance through Organizational Citizenship Behavior (OCB) as an intervening variable.

## II. LITERATURE REVIEW

### Human Resource Management

According to Robbins and Coulter (2014), management is the process of coordinating work through other people so that the work can be completed effectively and efficiently. According to Terry and Rue (2015), management is a special process by utilizing science and art which consists of: planning (planning), organizing (organizing), leadership (leading), supervision (controlling). According to (Qomariah, 2020), human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve both individual and organizational goals.

### Employee Competence

The definition of competence according to Rosidah, (2013) is that competence is a basic characteristic of a person that allows employees to issue superior performance in their work. Mulyadi (2013) said that: "Competence indicates the achievement and maintenance of a level of understanding and knowledge that allows a member to provide services with ease and ingenuity." Sutrisno (2012) said that: "competency refers to an individual's knowledge, skills, ability or personality characteristics that directly influence job performance". That is, competence contains aspects of knowledge, skills (skills) and abilities or personality characteristics that affect performance.

### Organizational Citizenship Behavior (OCB)

The existence of OCB is the impact of the beliefs and perceptions of individuals in the organization on the fulfillment of psychological agreements and contracts. This behavior arises because of the feeling of individuals as members of the organization who have a sense of satisfaction if they can do something more than the organization (Saleem and Amin, 2013). Luthans (2011) concludes that Organizational Citizenship Behavior is a behavior that is discretionary, indirectly or explicitly recognized by the normal requirements of the job, but which in aggregate can enhance the effective functioning of the organization. Griffin and Moorhead (2014) also suggest that OCB behavior refers to individual behavior that makes an overall positive contribution to the organization. Based on these two definitions, the author defines that Organizational Citizenship Behavior is a behavior that is not part of the formal rules of the organization, but if it is done it will have a good influence on the organization.

### Employee Performance

According to Farida (2014) Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. The definition of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his functions in accordance with the responsibilities given to him. According to Luthans (2015) suggests that

performance is the quantity or quality of something produced or services provided by someone who does the job. According to (Azhad et al., 2015) suggests that performance is work performance, namely the comparison between work results and established standards.

**III. RESEARCH METHODS**

According to Sangadji (2010), research method is a science that examines the provisions or rules regarding the methods used in research. In this study, descriptive and quantitative research methods were used. According to Sugiyono (2013) descriptive method is a method for analyzing data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations. According to Sugiyono (2013) quantitative method is one type of research whose specifications are systematic, well-planned and clearly structured from the beginning to the making of research designs. The research variables consisted of 3 kinds, namely independent variables (competence and job satisfaction), intervening variables, namely OCB and the dependent variable, namely employee performance. According to Sugiyono (2014), "population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions". The population in this study were employees of the Banyuwangi Regency Regional Secretariat as many as 286 employees. The sample according to Sugiyono (2012) is part of the number and characteristics possessed by the population. This study uses the Slovin formula because in sampling, the number must be representative so that the research results can be generalized and the calculations do not require a table for the number of samples, but can be done with simple formulas and calculations. Determination of the sample for employees is done using the Slovin formula, because the number of employees of the Banyuwangi Regency Regional Secretariat who makes up the population is divided into 13 sections, so from each section several samples of employees will be taken according to the error rate of 5% and the total is 167. Analysis The data was performed using SEM with Warp-PLS analysis.

**IV. RESULTS AND DISCUSSION**

This validity test shows the suitability of each indicator with the theories used to define a construct (Hartono, 2008). The validation test criteria are using the loadings factor criteria (cross-loadings factor) with a value of more than 0.70 and the average variance extracted (AVE) with a value exceeding 0.70 for the convergent validity test and for the discriminant validity test using a comparison of the roots of the AVE with correlation between variables. The construct AVE value should be higher than the correlation between latent variables (Solihin and Ratmono, 2013). The results of WarpPLS 5.0 for the validity test are presented in Table 2.

**Table 2. Combined Loadings and Cross-Loadings**

	X1	X2	Z	Y	Type (a)	SE	P value
X1.1	0.719	0.181	-0.567	-0.223	Reflect	0.068	<0.001
X1.2	0.712	0.204	-0.110	-0.263	Reflect	0.067	<0.001
X1.3	0.775	-0.516	0.081	0.349	Reflect	0.066	<0.001
X1.4	0.850	-0.239	0.006	0.077	Reflect	0.065	<0.001
X1.5	0.698	0.650	0.189	-0.090	Reflect	0.068	<0.001
X1.6	0.775	-0.052	0.321	0.055	Reflect	0.066	<0.001
X2.1	0.223	0.706	0.148	0.493	Reflect	0.067	<0.001
X2.2	-0.403	0.775	-0.245	0.060	Reflect	0.067	<0.001
X2.3	0.131	0.712	0.103	-0.019	Reflect	0.067	<0.001
X2.4	-0.038	0.729	-0.221	-0.257	Reflect	0.068	<0.001
X2.5	0.068	0.766	0.190	-0.321	Reflect	0.067	<0.001
Z1	-0.052	-0.231	0.709	-0.138	Reflect	0.070	<0.001
Z2	0.028	0.534	0.706	-0.174	Reflect	0.068	<0.001
Z3	-0.033	-0.722	0.745	0.393	Reflect	0.066	<0.001
Z4	0.160	0.312	0.759	-0.183	Reflect	0.066	<0.001
Z5	-0.117	0.128	0.749	0.030	Reflect	0.066	<0.001
Y1	0.189	0.361	-0.088	0.732	Reflect	0.066	<0.001
Y2	-0.139	0.041	0.003	0.702	Reflect	0.067	<0.001

Y3	-0.010	-0.489	0.285	0.727	Reflect	0.066	<0.001
Y4	0.028	0.052	0.010	0.789	Reflect	0.066	<0.001
Y5	-0.077	0.030	-0.211	0.723	Reflect	0.066	<0.001

The results of the WarpPLS 5.0 calculation in Table 2 show that each value in the cross-loading factor has reached a value above 0.7 with a p value below 0.001. Thus the convergent validity test criteria have been met.

**Reliability Test**

Reliability testing is carried out with the aim of ensuring that the research instrument used can provide a consistent measurement of the concept without any bias. The results of WarpPLS 5.0 data processing are presented in Table 3. The basis used in the reliability test is the value of Composite reliability coefficients and Cronbach's alpha coefficients above 0.7. The results in Table 3 show that the questionnaire instrument in this study has met the requirements of the reliability test.

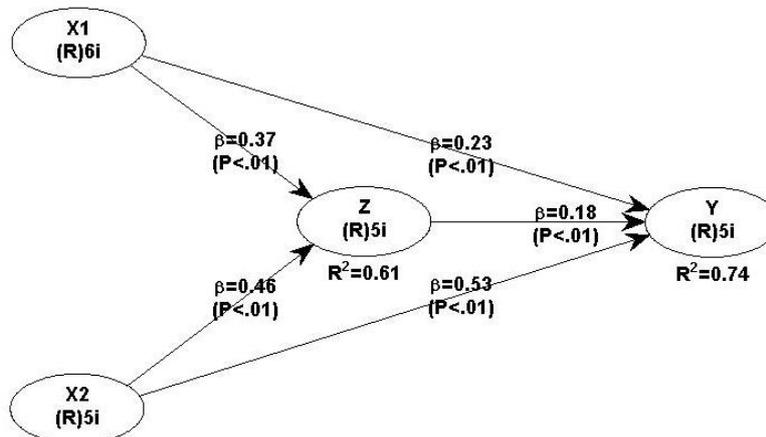
**Table 3. Reliability Test**

Variable	Composite reliability	Cronbach's alpha
Competence	0.868	0.816
Satisfaction	0.810	0.706
OCB	0.809	0.703
Performance	0.854	0.787

**Hypothesis Model Test Results**

Hypothesis testing is based on the results of the analysis of the PLS SEM model which contains all the variables supporting the hypothesis test. The PLS model with the addition of the variable Organizational Citizenship Behavior (OCB) as a mediating variable explains that the addition of the variable will provide an additional contribution as an explanation of employee performance.

**Figure 2 Path Analysis Results**



**Coefficient of Determination**

The results of testing the structural model (inner model) can be seen in the R-square (R²) on each endogenous construct, the path coefficient value, t value and p value for each path relationship between constructs. The path coefficient values and t values in each path will be explained in the sub-discussion of the results of hypothesis testing. The results of the analysis of the influence of competence and job satisfaction on Organizational Citizenship Behavior (OCB), show the value of the coefficient of determination or R² of 0.606, from these results it means that all independent variables (employee competence and job satisfaction) have a contribution of 60.6% to the dependent variable ( Organizational Citizenship Behavior (OCB)), and the remaining 39.4% was influenced by other factors not included in the study. The results of the analysis of the influence of competence, job satisfaction and Organizational Citizenship Behavior (OCB) on employee performance, show the coefficient of determination or R square of 0.741, from these results it means that all independent variables (employee competence, job satisfaction and Organizational Citizenship Behavior (OCB))

has a contribution of 74.1% to the dependent variable (employee performance), and the remaining 25.9% is influenced by other factors not included in the study.

## **Discussion**

### **The Effect of Employee Competence on Organizational Citizenship Behavior (OCB)**

Based on the results of testing the Employee Competence (X1) variable on Organizational Citizenship Behavior (OCB) (Z), the Path coefficient value is 0.371 with an -value of 0.001. Because the -value is smaller than ( $0.001 < 0.05$ ), then H0 is rejected, thus there is a significant effect of Employee Competence (X1) on Organizational Citizenship Behavior (OCB) (Z). This means that employee competence has a significant effect on Organizational Citizenship Behavior (OCB) of Banyuwangi Regency Regional Secretariat employees proven true or H1 is accepted. Rosidah, (2013) competence is a basic characteristic of a person that allows employees to issue superior performance in their work. Competence according to Mulyadi (2013) indicates the achievement and maintenance of a level of understanding and knowledge that allows a member to provide services with ease and ingenuity. Employees of the Banyuwangi Regency Regional Secretariat must have qualified competencies by demonstrating skills or knowledge that are characterized by professionalism in a field of government, public service personnel and the management of financial statements and assets as the most important thing. Considering that the Banyuwangi Regency Regional Secretariat Office is an OPD (Local Government Organization) whose main purpose is to provide services to the community in the Banyuwangi Regency area. It is important to always have good competence in order to be motivated to provide optimal services to the community and local government. The results of this study have significant similarities with previous research conducted by Suhardi (2019), Suswati, et al. (2021), Islamia, A. N. (2021), Saragih, et al. (2017), Pitaloka, & Sofia, (2014), Anindita, & Bachtiar. (2021), Uliyah, & Ariyanto. (2021), Umam, et al. (2021), with research results stating that competence has a significant effect on Organizational Citizenship Behavior (OCB). However, the research of Mahmudi, & Surjanti, (2020), Adianita, et al. (2017) states the opposite where competence has no significant effect on Organizational Citizenship Behavior (OCB).

### **The Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB)**

Based on the results of testing the Job Satisfaction variable (X2) on Organizational Citizenship Behavior (OCB) (Z), the Path coefficient value is 0.305 with an -value of 0.001. Because the -value is smaller than ( $0.001 < 0.05$ ) then H0 is rejected, thus there is a significant effect of Job Satisfaction (X2) on Organizational Citizenship Behavior (OCB) (Z). This means that job satisfaction has a significant effect on Organizational Citizenship Behavior (OCB) employees of the Banyuwangi Regency Regional Secretariat which is proven true or H2 is accepted. This study is in line with the results of previous research conducted by Casu, et al. (2021), Bodroastuti and Tirtono (2019), Hidayat, D. R. (2020), Mahmudi, & Surjanti, (2020), Saragih, et al. (2017), Pitaloka, & Sofia, (2014), Anindita, & Bachtiar. (2021), Saifuddin, W. (2020), Ridlo, et al. (2021), Saputri, et al. (2020) which states that job satisfaction has a significant effect on Organizational Citizenship Behavior (OCB). The results of this study contradict the research conducted by Vania, & Purba. (2014) stated that job satisfaction has no significant effect on Organizational Citizenship Behavior (OCB).

### **The Influence of Employee Competence on Employee Performance**

Based on the results of testing the Employee Competence variable (X1) on employee performance (Y), the Path coefficient value is 0.229 with an -value of 0.001. Because the value of -value is smaller than ( $0.001 < 0.05$ ), then H0 is rejected, thus there is a significant effect of Employee Competence (X1) on employee performance (Y). This means that the competence of employees has a significant effect on the performance of the employees of the Banyuwangi Regency Regional Secretariat which is proven true or H3 is accepted. This is supported by research conducted by Syafitri, & Mahrani. (2021), Murgianto, et al (2016), Renyut, et al. (2017), Suhardi (2019), Rudlia (2016), Fitriati (2021), Suswati, et al. (2021), Saragih, et al. (2017), Umam, et al. (2021) concluded that competence has a positive and significant effect on performance. The findings in this study do not support the results of research by Dhermawan (2012), Adianita, et al. (2017), Islamia, A. N. (2021) who concluded that competence has no significant effect on performance.

### **The Effect of Job Satisfaction on Employee Performance**

Based on the results of testing the Job Satisfaction variable (X2) on employee performance (Y), the Path coefficient value is 0.533 with an -value of 0.001. Because the -value is smaller than ( $0.001 < 0.05$ ) then H0 is rejected, thus there is a significant effect of Job Satisfaction (X2) on employee performance (Y). This means that job satisfaction has a significant effect on the performance of the employees of the Banyuwangi Regency Regional Secretariat, it is proven true or H4 is accepted. This study has significant similarities with previous research conducted by Eliyana, et al (2019), Murgianto, et al (2016), Renyut, et al. (2017), Casu, et al. (2021), Gede, R. (2018), Rudlia (2016), Kurniawan, et al (2019), Wati and Sun Surjanti (2018), Bodroastuti and Tirtono (2019), Dhermawan (2012), Hidayat, DR (2020) , Nurmaida, (2020), Fitriati (2021), Saragih, et al.

(2017) stated that there was a positive and significant effect of job satisfaction on performance. The results of this study do not support the research of Rahmawati and Irwana (2020), Hidayah, et al (2018), Adiyasa, & Windayanti (2019) with results which state that job satisfaction has no effect significant to performance.

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

Based on the results of testing the variable Organizational Citizenship Behavior (OCB) (Z) on employee performance (Y), the path coefficient value is 0.179 with an -value of 0.016. Because the -value is smaller than  $(0.009 < 0.05)$ , then  $H_0$  is rejected, thus there is a significant influence on Organizational Citizenship Behavior (OCB) (Z) on employee performance (Y). This means that Organizational Citizenship Behavior (OCB) has a significant effect on the performance of the employees of the Banyuwangi Regency Regional Secretariat which is proven true or  $H_1$  is accepted. Meanwhile, in this study, there are significant similarities in results with previous research conducted by Syafitri, & Mahrani. (2021), Casu, et al. (2021), Gede, R. (2018), Suhardi (2019), Kurniawan, et al (2019), Bodroastuti and Tirtono (2019), Fadhillah, et al (2019), Hidayat, D. R. (2020), Suswati, et al. (2021), Adianita, et al. (2017), Saragih, et al. (2017), Saifuddin, W. (2020), Umam, et al. (2021), stated in his research that Organizational Citizenship Behavior (OCB) has an effect on employee performance. However, research by Wati and Sun Surjanti (2018), Islamia, A. N. (2021) states that Organizational Citizenship Behavior (OCB) has no significant effect on employee performance.

## **V. CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

Based on the research findings that have been described in Chapter IV, the conclusions in this study are as follows: 1) The results of the test prove competence, have a positive and significant effect on Organizational Citizenship Behavior (OCB) of the Regional Secretariat of Banyuwangi Regency. 2) The test results prove that training has a positive and significant effect on the Organizational Citizenship Behavior (OCB) of the Banyuwangi Regency Secretariat. 3) The test results prove competence, have a positive and significant effect on the performance of the employees of the Banyuwangi Regency Regional Secretariat. 4) The test results prove that training has a positive and significant effect on the performance of the employees of the Banyuwangi Regency Regional Secretariat. 5) The test results prove that Organizational Citizenship Behavior (OCB) has a positive and significant effect on the performance of the employees of the Banyuwangi Regency Regional Secretariat.

### **Suggestion**

The suggestions that can be given based on the results of the study are as follows: 1) It is recommended for employees of the Regional Secretariat of Banyuwangi Regency to improve their performance by paying attention to factors that have a significant effect on employee performance including competence, and job satisfaction. Employees who already have good performance are expected to maintain if possible continue to be improved. 2) Local governments need to pay attention to the behavior of employees at the Banyuwangi Regency Secretariat who show a sense of satisfaction with the field of work and positions given by conducting direct evaluations by superiors. 3) For further research, it is expected to add research variables to add to the treasures of knowledge about factors that affect employee performance such as work discipline, work environment and organizational culture.

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