

Research Paper



Effect of perceived organizational support and intrinsic motivation on employee performance with organizational citizenship behavior as an intervening variable at the regional financial and asset management agency of serang city

Diah Astuti^{1*}, Wawan Prahiawan², Ali Imron³

^{1,2,3}Postgraduate Management Masters Study Program, Universitas Sultan Ageng Tirtayasa, Indonesia.

Article Info	ABSTRACT
<p>Article history: Received: 14 November 2024 Revised: 14 February 2025 Accepted: 20 February 2025 Published: 08 April 2025</p>	<p>This study aims to test, analyze, and prove the mediating role of organizational citizenship behavior in the relationship between perceived organizational support and intrinsic motivation on employee performance at the Regional Financial and Asset Management Agency of Serang City. The research method used is quantitative research with a descriptive approach. The population in this study were Employees of the Regional Financial and Asset Management Agency of Serang City with a sample of 87 respondents using a saturated sampling technique. This study conducted data collection based on observation, interviews, literature studies, and questionnaires. The data analysis method used is path analysis with the SmartPLS 4.0 analysis tool. The results of the study based on perceived organizational support has a positive and significant effect on employee performance at the Regional Financial and Asset Management Agency of Serang City. Intrinsic motivation has a positive and significant effect on employee performance at the Regional Financial and Asset Management Agency of Serang City. Perceived organizational support has a positive and significant effect on organizational citizenship behavior at the Regional Financial and Asset Management Agency of Serang City. Intrinsic motivation has a positive and significant effect on organizational citizenship behavior at the Regional Financial and Asset Management Agency of Serang City. Organizational citizenship behavior has a positive and significant effect on employee performance at the Regional Financial and Asset Management Agency of Serang City. Organizational citizenship behavior can mediate perceived organizational support on employee performance at the Regional Financial and Asset Management Agency of Serang City. Organizational citizenship behavior can mediate intrinsic motivation on employee performance at the Regional Financial and Asset Management Agency of Serang City.</p>
<p>Keywords: Organizational Citizenship Behavior Perceived Organizational Support Intrinsic Motivation Employee Performance</p>	

Corresponding Author:

Diah Astuti

Postgraduate Management Masters Study Program, Universitas Sultan Ageng Tirtayasa, Indonesia.

Email: tutudcantikbanget@gmail.com

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1. INTRODUCTION

Each organization continuously anticipates all representatives to have accomplishments, since having workers who exceed expectations will give ideal commitments. In expansion, it can progress the execution of each worker within the organization. The victory of an organization is impacted by the person execution of workers of an organization that looks for to progress the performance of its workers within the trust that its objectives can be achieved. Performance is fundamentally what representatives do or don't do. Great representative execution will straightforwardly influence the execution of the institution and to move forward worker execution is certainly a work that takes time and a long handle. Execution moreover implies a result of work, both quality and amount accomplished by workers in carrying out their obligations in agreement with the duties given. The execution of an worker is something that's person, since each representative encompasses a distinctive level of capacity in carrying out their obligations. Moving forward execution will bring advance to the organization to be able to outlive in an unsteady trade environment competition [2]. In this manner, the differences of endeavors to move forward representative execution is the foremost genuine administration challenge since the victory of accomplishing objectives and the survival of the organization depends on the quality of the execution of the human assets in it. Tall execution is profoundly anticipated by the organization. The more representatives who have tall execution, the overall productivity of the organization will increment, this can be since execution is portion of person work, since each worker in an organization has diverse levels of capacity in carrying out their obligations [4]. Execution is generally a degree of a person's victory in carrying out a work. Great execution is execution that takes after the methods or procedures according to built up guidelines.

Performance encompasses a tall potential or esteem to realize victory that will be accomplished by each worker, each worker contains a different level of victory concurring to their capacities. Execution has an vital part in an organization and components to form tall execution and must be analyzed by the organization.

Execution as a result of work in terms of quality and amount accomplished by an worker in carrying out obligations in agreement with the duties given. Worker execution is an issue that must be considered in both central and territorial government offices, since representative execution will influence quality when confronting worldwide competition along side the progressively creating time. On the off chance that the accomplishment of territorial device monetary management performance each year does not reach the target set within the vital arrange for the 2019-2023 budget year. When seen in terms of the rate of money related administration execution accomplishment at the Territorial Budgetary and Resource Administration Office of Serang City, it has experienced conflicting increments and diminishes, it can be seen that in 2019 the accomplishment was 96% at that point in 2020 it was 94%, in 2021 it was 85% and in 2022 it was 99% of the Target of 100%. This shows that the execution of the accomplishment of the budgetary administration execution of territorial device at the Territorial Money related and Resource Administration Organization of Serang City is categorized as missing in maximizing

the optimization of responsible budgetary administration and coming about in a decay in representative execution in accomplishing the yield of the organization.

The rise and drop within the accomplishment of territorial resource administration can be affected by components such as the need of bolster from the organization for territorial resource administration in optimizing the utilize and utilization of territorial assets which causes irregularity within the administration of territorial resources.

Seen organizational bolster reflects the sort of organizational back that creates through intelligent between workers and bosses, perceived organizational bolster moreover reflects employees' convictions approximately the company's benchmarks for surveying execution and sensitivity for representative welfare. When the company gives greatest bolster to workers, at that point representatives will reimburse the back with difficult work, giving all their vitality and mind to the work and moving forward execution. Within the millennial time that has created so faraway nowadays, it is verifiable that we require human assets who are open-minded to take after all improvements.

A individual who has inspiration implies that he has the control to attain victory in his life. Inherent motivation could be a drive that's claimed by a individual without any impact from others. Usually in line with the will that comes from inside oneself will decide the quality of the attitude shown by a individual in any setting. Inherent inspiration could be a driver for somebody to do an movement to induce the leading comes about. In this manner, it isn't shocking that representatives who have tall work inspiration as a rule have tall execution as well, for that inborn inspiration ought to be carried out so that workers can deliver most extreme execution. Inborn inspiration is additionally a benchmark for behavior that emerges from one's claim wants, drives, and interface. In order to make strides successful execution, an office needs intrinsic motivation to form work simpler and will have tall excitement in doing work that points to make tall execution. Common inspiration is an instinct driven by human intuitive and heart, in case there's a need of inspiration from both bosses and associates, the crave to realize most extreme execution will not be satisfied, usually since great Inborn Inspiration will energize Representatives to total targets in work, in the event that Inherent Inspiration isn't great, it can indicate a decay in Representative execution.

This study aims to test, analyze, and prove the mediating role of organizational citizenship behavior in the relationship between perceived organizational support and intrinsic motivation on employee performance at the Regional Financial and Asset Management Agency of Serang City.

2. RELATED WORKS

2.1 Organizational Citizenship Behavior

Both as objects and subjects, people are the most performing artists in organizations. Organizational citizenship behavior incorporates different types of human behavior within the work environment, one of which is prosocial behavior pointed at both the organization itself and fellow employees. Organizational citizenship behavior is extra behavior that's not included in an employee's formal work commitments but makes a difference the company's operations [7].

Markers of organizational citizenship behavior are as takes after:

- a. Altruism, to be specific the sort of behavior chosen and carried out by workers by and by that can have an affect on making a difference others, particularly those related to organizational issues. For illustration, representatives who have completed their errands will offer assistance other representatives who have more troublesome errands.
- b. Conscientiousness, specifically the sort of behavior chosen and carried out by workers themselves that goes past the least necessities of the organizational part, such as participation, complying rules, taking breaks, and so on. Illustrations incorporate arriving at the office on time, minimizing nonattendances, and not taking extra breaks.

- c. Sportsmanship, to be specific workers are willing to acknowledge less than perfect working conditions without complaining in an exertion to decrease issues that emerge as a result of complaints approximately little things, This incorporates abstaining from complaining indeed though the working conditions are awkward.
- d. Courtesy, specifically the sort of behavior that consists of person choices and activities pointed at anticipating issues related to work and others. Attempting to dodge issues with colleagues is one case.
- e. Civic ethicalness in other words is behavior that appears association and concern for the survival of the organization, for illustration, effectively partaking in organizational gatherings.

2.2 Perceived Organizational Support

Social interaction in an organization can happen within the setting of people with their organizations. In this manner, the concept of organizational bolster tries to clarify the interaction of people with organizations, particularly how organizations treat people. Seen organizational bolster, moreover known as seen organizational bolster, alludes to an person or employee's recognition of how a company or organization bolsters its workers and how much the company or organization is able to supply back offices in any shape required. Organizational back can be considered as a prepare that points to make positive results for its individuals, which are communicated within the frame of rewards as a result of the execution carried out by the individuals [10].

2.3 Intrinsic Motivation

Inherent inspiration is the inspiration that drives somebody to realize which starts from inside the person, is an critical figure that can give support or work inspiration in workers which has an affect on their work comes about [8]. Person driving strengths, such as duty, accomplishment, acknowledgment from others, the work itself, and development openings, are needed to attain company objectives. To attain tall and great work efficiency, workers require inspiration from their bosses. Inspiration is exceptionally vital since without it, representatives are not persuaded to deliver expanded and great efficiency. Inspiration itself is exceptionally vital and powerful.

2.4 Employee Performance

Execution is the result or level of victory of a individual as a entirety amid a certain period in carrying out assignments compared to different conceivable outcomes, such as work benchmarks, targets or destinations or criteria [1]. Representative execution is the capacity and work comes about illustrated by an representative in carrying out their obligations and obligations at their work environment. Different angles of representative execution incorporate work quality, efficiency, proficiency, adequacy, activity, and their commitment to the company's objectives and procedures. An employee's execution influences how much they contribute to the organization, there are a few measures of worker execution, such as the taking after:

- a. Work quality can be measured from representative recognitions of the quality of work delivered, as well as the flawlessness of assignments against worker capacities and aptitudes. It can moreover be portrayed as the level of great or awful representative execution in completing the relegated assignments.
- b. Quantity is the sum delivered and can be spoken to by units or the number of movement cycles. For illustration, representatives have the capacity to total their errands speedier than the time indicated by the company.

3. METHODOLOGY

Research is a scientific-based activity that seeks to find out previous research in order to gain knowledge and updates that already exist. Research includes the process of collecting data, analyzing data, and output from the results of the objects studied about the developing phenomenon. The purpose of research is to solve a phenomenon or problem that is being experienced in an organization or agency, both in small and large scopes. Research can be done in various aspects, such as science, technology, health, environment, and art. In the process, research includes planning, and implementation both in evaluation and research until the end of the report of the object being studied to be published and then implemented on the object concerned with a high level of validity and in accordance with the principles of research. The research method used is quantitative research with a descriptive approach. Quantitative research is a scientific method whose data is in the form of numbers or figures that can be processed and analyzed using mathematical calculations or statistics [11]. Descriptive approach is also a study that is included in causal studies. In causal studies, researchers are interested in explaining one or more factors that cause problems [3].

Population is the entire object or subject of research, while the sample is a part or representative that has representative characteristics of the population. Population is not only humans but also other objects and natural objects. Population is divided into two types, namely target population and study population. Target population is a group of individuals or objects that are to be studied or targeted in research, while the study population is a group of individuals or objects that has met the criteria in the study and is ready to be a research sample [5].

The population in this study were employees of the Regional Financial and Asset Management Agency of Serang City. A sample is simply defined as a part of a population that is the actual source of data in a study. In other words, a sample is a portion of a population to represent the entire population. Sampling is a step to determine the size of the sample taken in conducting a study, in addition It is also noted that the selected sample must show all characteristics of the population so that they are reflected in the selected sample, in other words the sample must describe the actual state of the population or represent it [5]. The sample used was 87 respondents using a saturated sampling technique.

A technique for designating an abstract word that is not manifested in an object, but can only be seen in its use through [9]:

a. Observation

Observation is a technique for collecting information materials that is done by conducting systematic observations and recording of phenomena that are used as objects of observation.

b. Interview

Interview is one way or technique to obtain relevant information. In this study, it was conducted by holding a question and answer session with employees about the required data.

c. Literature Study

Literature study is a data collection technique carried out by reading, reviewing, and studying books, literature, journals, references, and others related to the problem being studied.

d. Questionnaire

The technique of collecting data with a questionnaire is a technique of collecting data that is given a list of questions or statements to be filled in by the respondents. Respondents are asked to provide opinions or answers about the problems to be studied by researchers where the questions and answers are already written in it.

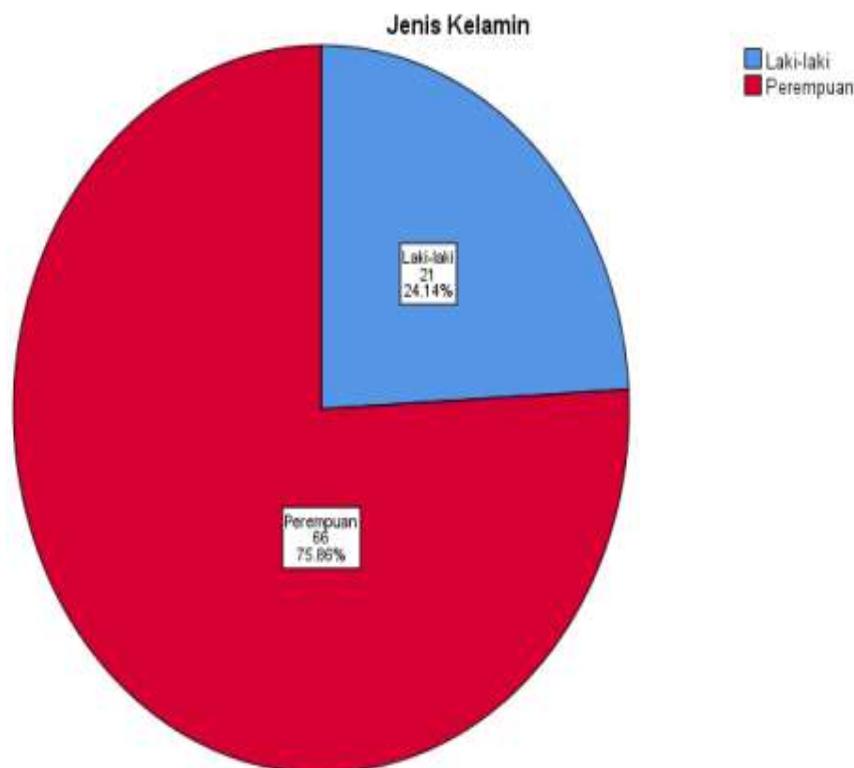
The data analysis method used is path analysis with the SmartPLS 4.0 analysis tool. This path analysis tests the correlation between indicators and their construct variables and includes the relationship between construct variables according to the model that has been built. This path analysis is useful for determining the correlation pattern between three or more variables, but cannot be used to confirm or reject the imaginary causality hypothesis [6]. Parametric testing techniques will be used if the

data is normally distributed and the number of samples used is large. While Non-parametric testing techniques are used if the data is not normally distributed and/or the number of samples used is quite small. The results of the inner model test can be used to validate the model that has been built and identify the relationship between latent variables in the model. Therefore, the results of the inner model test used in making decisions and providing recommendations in various fields as above.

4. RESULTS AND DISCUSSION

General Description

The majority of respondents in this study were female, 66 respondents, or 75.9%, and 21 respondents or 24.1% were male. This shows that the respondents or BPKAD Office Employees of Serang City who were met during this study were female. [Figure 1](#)



[Figure 1](#) Gender Frequency Graph

Source: Processed Primary Data (2024)

Respondents in this study were mostly under 31-40 years old as many as 67 respondents or 77.0%, respondents under 18-30 years old as many as 6 respondents or 6.9%, respondents aged 41-50 years as many as 10 respondents or 11.5% and respondents over 50 years old as many as 4 respondents or 4.6%. This shows that the respondents who met during this study were adults. [Figure 2](#)

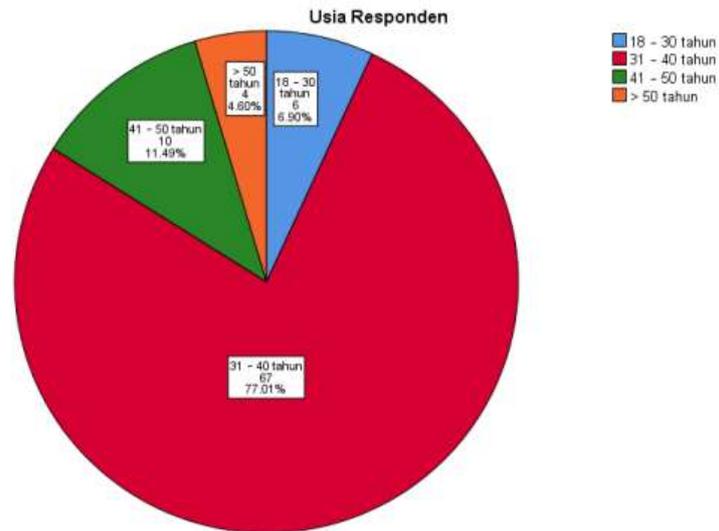


Figure 2. Age Frequency Graph

Source: Processed Primary Data (2024)

Respondents in this study mostly had worked for more than 5 years as many as 37 respondents or 42.5%, respondents had worked for 1-2 years as many as 3 respondents or 3.4%, respondents had worked for 2-3 years as many as 17 respondents or 19.5% and respondents who had worked for 4-5 years as many as 30 respondents or 34.5%. This shows that the majority of BPKAD City Serang Office Employees have worked for more than 4 years. Figure 3

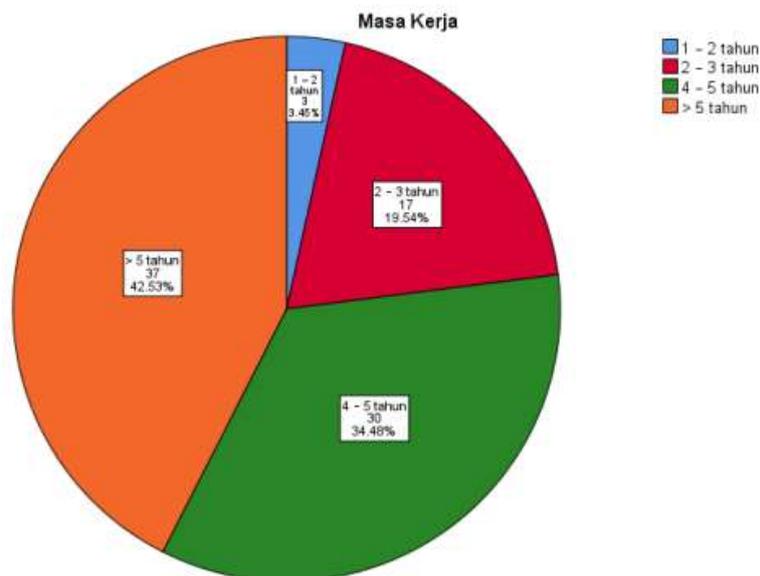


Figure 3. Working Period Frequency Graph

Source: Processed Primary Data (2024)

Respondents in this study mostly had a bachelor's degree or strata 1 education of 42 respondents or 48.3%, Respondents with a high school/STM/MA or equivalent education of 56 respondents or 6.9%, respondents with a diploma education of 17 respondents or 19.5% and respondents with a strata 2 education of 22 respondents or 25.3%. This shows that the majority of BPKAD City of Serang Office Employees have a bachelor's degree. Figure 4

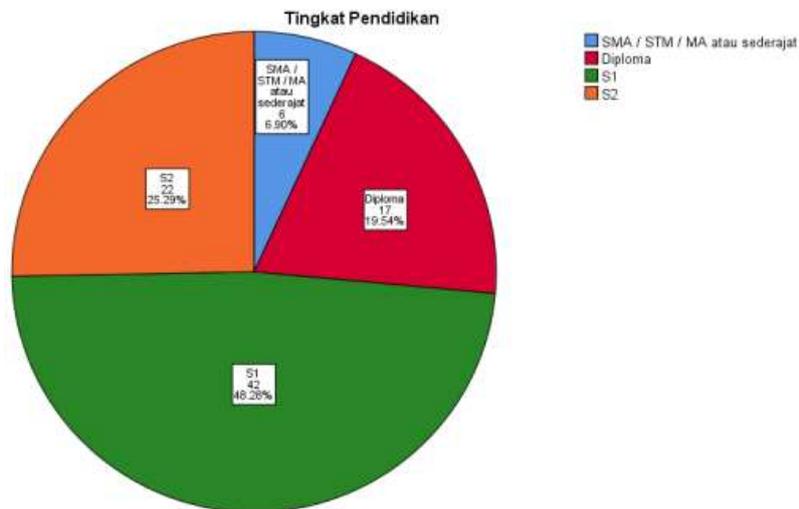


Figure 4. Education Frequency Graph

Source: Processed Primary Data (2024)

From the 87 respondents taken as a sample, it is known that the perceived organizational support variable is explained by three indicators, so the mean range is 9.14-9.26 with a high interpretation. The average mean value of these three indicators is 9.20 or with a high interpretation category. Based on the results of the mean value of the respondents' answers to the perceived organizational support variable indicator, it shows that employees of the Serang City Regional Financial and Asset Management Agency have confidence in the existence of organizational support and concern in meeting socio-emotional needs, appreciation and employee welfare for their contributions to the organization both implicitly and explicitly. In general, perceived organizational support can be demonstrated by indicators of appreciation, concern, and well-being.

Hypothesis Test Results

Table 1. Path Coefficients Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
POS->Employee Performance	0.251	0.249	0.089	2.817	0.005
Intrinsic Motivation ->Employee Performance	0.378	0.365	0.093	4.074	0.000
POS->OCB	0.441	0.436	0.081	5.427	0.000
Intrinsic Motivation->OCB	0.416	0.424	0.082	5.056	0.000
OCB->Employee Performance	0.372	0.386	0.125	2.980	0.003

Source: Processed Primary Data (2024)

Table 2. Indirect Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
POS->OCB->Employee Performance	0.164	0.171	0.072	2.293	0.022

Intrinsic Motivation->OCB-> Employee Performance	0.155	0.169	0.074	2.084	0.038
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Source: Processed Primary Data (2024)

Perceived organizational support (POS) has a positive and significant effect on employee performance at the Regional Financial and Asset Management Agency of Serang City. In managing human resources, it is necessary to pay attention to perceived organizational support in the form of rewards, working conditions, and caring about employee welfare. The results of this study indicate that perceived organizational support has an effect on employee performance. When leaders provide support, employees have the perception that leaders care about their welfare.

Intrinsic motivation has a positive and significant effect on employee performance at the Regional Financial and Asset Management Agency of Serang City. Intrinsic motivation is a driving force that causes an employee to be willing and ready to mobilize his/her abilities in the form of expertise or skills, energy and time for an activity/job that is his/her responsibility. Therefore, employees who have high intrinsic motivation usually have high performance as well.

POS has a positive and significant effect on organizational citizenship behavior (OCB) at the Regional Financial and Asset Management Agency of Serang City. When employees feel supported by POS with fair policies, management support, and a conducive work environment, employees tend to respond with voluntary behaviors that go beyond formal duties. Perceptions of organizational support build a sense of commitment and involvement that in turn encourages employees to make extra contributions. Intrinsic motivation has a positive and significant effect on OCB at the Regional Financial and Asset Management Agency of Serang City. Motivation is any effort to obtain the desire of others or subordinates to work hard to achieve organizational goals by meeting or exceeding demands. Factors that can influence a person's motivation include a good work environment, good communication with coworkers and superiors, and considering remuneration or incentives for doing work well and on time.

Organizational citizenship behavior has a positive and significant effect on employee performance at the Regional Financial and Asset Management Agency of Serang City. The worse the OCB in BPKAD Office Employees of Serang City, the lower the Employee Performance. OCB is an individual behavior that is free, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization.

OCB can mediate POS on employee performance at the Regional Financial and Asset Management Agency of Serang City. POS refers to the extent to which employees feel that their organization cares about their well-being and contribution. Research shows that POS has a significant impact on employee performance, where employees who feel supported by the organization tend to show better performance. This is due to the increased motivation and involvement felt by employees when they feel appreciated. In this context, OCB also plays an important role as an intervening variable that can strengthen the relationship between POS and employee performance.

OCB can mediate intrinsic motivation on employee performance at the Regional Financial and Asset Management Agency of Serang City. In the world of organizations, intrinsic motivation is one of the key factors that influence employee performance. Intrinsic motivation refers to the drive that comes from within an individual to do a job because of the satisfaction, interest, or challenge provided by the job itself. Research shows that employees who have high intrinsic motivation tend to show better performance compared to those who are only motivated by external factors, such as salary or benefits.

5. CONCLUSION

The results of the study based on perceived organizational support has a positive and significant effect on employee performance at the Regional Financial and Asset Management Agency of Serang City. Intrinsic motivation has a positive and significant effect on employee performance at the Regional Financial and Asset Management Agency of Serang City. Perceived organizational support has a positive and significant effect on organizational citizenship behavior at the Regional Financial and Asset Management Agency of Serang City. Intrinsic motivation has a positive and significant effect on organizational citizenship behavior at the Regional Financial and Asset Management Agency of Serang City. Organizational citizenship behavior has a positive and significant effect on employee performance at the Regional Financial and Asset Management Agency of Serang City. Organizational citizenship behavior can mediate perceived organizational support on employee performance at the Regional Financial and Asset Management Agency of Serang City. Organizational citizenship behavior can mediate intrinsic motivation on employee performance at the Regional Financial and Asset Management Agency of Serang City.

Based on the comes about of this consider, a few recommendations that can be given to make strides worker execution and organizational citizenship behavior are as takes after:

- a. Increasing seen organizational bolster, the organization has to increment the back felt by representatives by giving acknowledgment for their commitments, giving satisfactory offices, and creating a strong work environment. This could be done through representative welfare programs, preparing, and making strides communication between administration and representatives.
- b. Encouraging inborn inspiration, the organization can encourage expanding representative inborn inspiration by giving important work, challenges that coordinate capacities, and openings for self-development. The head of the organization can energize independence, give helpful input, and make a work environment that underpins the accomplishment of individual fulfillment from the errands performed.
- c. Fostering organizational citizenship behavior to fortify organizational citizenship behavior, organizations can create a collaborative work culture, where representatives feel comfortable making a difference associates and doing more than anticipated. Fulfilling organizational citizenship behavior, either through formal or casual acknowledgment, can moreover increment representative inspiration to contribute more profoundly.
- d. Providing extraordinary preparing that energizes organizational citizenship behavior can be one compelling step. This program can incorporate preparing on cooperation, caring for colleagues, and how to contribute emphatically to the work environment. Hence, workers will be more spurred to act proactively and offer assistance their associates.
- e. For future inquire about, it is suggested to investigate other factors that can also influence representative execution, such as administration, organizational climate, or work satisfaction. Typically imperative to supply a more comprehensive picture of the variables that affect representative execution and progress the viability of human asset administration within the organization.

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Author Contributions Statement

Name of Author	C	M	So	Va	Fo	I	R	D	O	E	Vi	Su	P	Fu
Ratna Fitriyani	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	
Wawan Prahawan	✓	✓	✓		✓	✓	✓	✓			✓	✓	✓	
Ali Imron			✓	✓	✓	✓	✓	✓			✓	✓	✓	

C : Conceptualization

M : Methodology

So : Software

Va : Validation

Fo : Formal analysis

I : Investigation

R : Resources

D : Data Curation

O : Writing - Original Draft

E : Writing - Review & Editing

Vi : Visualization

Su : Supervision

P : Project administration

Fu : Funding acquisition

Conflict of Interest Statement

There is no conflict of interest in this research.

Informed Consent

We have obtained informed consent from all individuals included in this study.

Ethical Approval

The research related to human use has been complied with all the relevant national regulations and institutional policies in accordance with the tenets of the Helsinki Declaration and has been approved by the authors' institutional review board or equivalent committee.

Data Availability

Data availability is not applicable to this paper as no new data were created or analyzed in this study.

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BIOGRAPHIES OF AUTHORS

	<p>Diah Astuti  Earned a Bachelor's degree Universitas Sultan Ageng Tirtayasa in 2021. After that, he continued his studies at Universitas Sultan Ageng Tirtayasa, taking the Management Masters Study Program in 2022. She can be contacted at email: tutudcantikbanget@gmail.com.</p>
	<p>Dr. H. Wawan Prahiawan, S.E., MM.  Earned a Doctorate from Universitas Diponegoro in 2014. He also earned a Masters degree from Universitas Indonusa Esa Unggul in 2004. He currently holds the functional position of Senior Lecturer, rank and grade respectively Pembina Muda and IVc. His research includes expertise in human resource management. He teaches courses in human resource management, human resource management seminars, human resource planning, public accounting, human resource management research, and international relations and negotiation. He can be contacted at email: wawan.prahyawan@ymail.com.</p>
	<p>Dr. Ali Imron, S.E., MM.  Received a Doctorate degree from Universitas Negeri Jakarta in 2021. He also earned a Master of Management from Universitas Budi Luhur in 2003. Currently holds the functional position of Lecturer, rank and grade respectively Penata Tk. 1 and IIId. His research includes expertise in management. Teaches courses in human resource management, organizational behavior, and banks and financial institutions. He can be contacted at email: ali.imron@untirta.ac.id.</p>