

The Effect of Work Motivation and Compensation on Employee Job Satisfaction through OCB (Organizational Citizenship Behavior) at PT Nusantara Traisser Surabaya



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ABSTRACT: This study aims to determine the effect of work motivation and compensation on organizational citizenship behavior (OCB), determine the effect of work motivation and compensation on job satisfaction, determine the effect of OCB on job satisfaction, and determine the effect of work motivation and compensation on employee job satisfaction through organizational citizenship behavior (OCB) at PT. Archipelago Traisser. The number of samples in this study were 46 employees, the sampling technique was using a census. Data analysis technique using path analysis. The results of the analysis show that work motivation and compensation have an effect on OCB. Work motivation and compensation affect job satisfaction. OCB has an effect on job satisfaction. OCB mediates the effect of work motivation and compensation on job satisfaction.

KEYWORDS: Work Motivation, Compensation, Job Satisfaction, OCB

I. INTRODUCTION

In the development of the current era of globalization, quality and superior human resources are urgently needed and are experiencing continuous improvement, this is because human resources are considered as the main factor in obtaining the success of companies and organizations. Human resources are also one of the important and dominant resources for a company, because they have the potential, energy, and creativity that are needed by the company. Therefore, the workforce that is already owned by the company needs to be maintained and developed in quality as a company asset.

Work Motivation is intended so that employees are able to improve their performance for the company so that the company is able to achieve its goals. By providing work motivation, employees are also expected to achieve a higher level of satisfaction. The company strives to foster healthy job satisfaction where employees are continuously motivated so that employees can expend all their abilities for the survival of the organization and the achievement of organizational goals. Giving work motivation is important because with work motivation it is hoped that every employee will work hard and enthusiastically to achieve high work productivity.

According to (Robbins & Coulter, 2011) which explains that motivation is the process of willingness to make a high level of effort to achieve organizational goals conditioned by the ability of the effort to satisfy the needs of a number of individuals. According to (Sutrisno, 2014) explained that motivation is a factor that encourages a person to carry out a particular activity, therefore motivation is often also interpreted as a driving factor or activity carried out by someone must have a factor that encourages this activity.

In addition to work motivation factors, factors that can affect employee job satisfaction is the compensation factor. (Mangkunegara, 2013) explains that compensation is something that is considered as something comparable, in terms of employment, monetary gifts are compensation given to employees as a reward for their service. According to (Duha, 2016) states that by getting compensation, individuals are more motivated to continue working with good performance, if compensation increases, then performance is getting better and increasing. Provision of adequate compensation and in accordance with the workload can encourage increased employee performance. If the performance of each individual or employee is good, it will contribute to a better company performance. According to (Acheampong, 2010) compensation must be distributed according to the contributions made to the company in the form of bonuses, subsidies and welfare must be included in the pay system. Appropriate compensation can be a driving force for someone to carry out an activity in order to get the best results for the company as shown by their performance. Based on some of the theoretical studies mentioned above, it indicates that employee

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performance can be affected by compensation and job satisfaction. This is supported by empirical studies in several previous studies, such as (Sinollah, 2011) which proves that there is a significant effect between financial compensation variables and non-financial compensation variables on employee job satisfaction.

The success of a company is also marked by the presence of human resources or employees who have good performance and abilities, the success of the organization needs to be supported by the presence of employees who are able to act beyond public work duties, or provide performance that exceeds expectations or what is referred to as Organizational Citizenship Behavior. (OCB) (Robbins, 2011). (Griffin and Moorhead, 2014) argue that Organizational Citizenship Behavior (OCB) is a person/member in an organization that makes a positive contribution in totality to the organization or company. OCB has a broader scope compared to the employee's personal commitment because the meaning of the citizen itself is citizenship so that they have responsibility and love for work voluntarily and without being supervised. OCB behavior is not found in employee job descriptions, but is highly expected, because it supports an increase in organizational effectiveness and survival, especially in a business environment where competition is increasingly fierce.

Employee organizations that have good OCB will have better performance than other organizations. OCB as a choice behavior that is not part of an employee's formal work obligations, but nevertheless can support the effective functioning of the organization. OCB is a visible and observable voluntary behavior. OCB is based on a dominant motive/value, volunteering in the form of behavior does not necessarily reflect actual willingness. Employees who have OCB will have high loyalty to the organization where they work, and will naturally feel comfortable and safe about their work. The nature of OCB is pragmatic so that it can be applied to organizational management, especially with regard to human resources.

An employee's behavior or OCB behavior can be influenced by several things, one of which is work motivation. (Antonio and Sutanto, 2014) stated that work motivation can be shown by worker behavior. Employee behavior that shows enthusiasm for work can make employees work optimally, research conducted by (Ibrahim and Aslinda, 2014) found that motivation (extrinsic motivation and intrinsic motivation) has an effect on OCB but the direct effect of intrinsic motivation is greater than the direct effect of extrinsic motivation.

In addition, OCB behavior can be influenced by the level of compensation given, where employees will behave and work well if the compensation given is in accordance with the workload received, but on the contrary employees will tend to behave badly and work carelessly if the compensation given not in accordance with what employees want. The results of the study (Fitrianasari et.al, 2013) found that compensation consisting of financial and non-financial compensation has an effect on Organizational Citizenship Behavior (OCB).

The emergence of OCB behavior in employees is the result of job satisfaction felt by employees with their work and organization. Employees with high levels of job satisfaction will tend to speak more positively about their organization, then are willing to help others, and do tasks beyond the minimum expected and will be more effective in carrying out their functions. According to (Robbins and Judge, 2011) job satisfaction as a positive feeling in a job, which is the impact/result of evaluation of various aspects of the job, while (Handoko, 2012) states job satisfaction as a pleasant or unpleasant emotional state where employees view their work. An employee's job satisfaction can be affected by several factors, one of which is work motivation. Research conducted by (Soentoro, 2013) found that motivation influences job satisfaction.

Job satisfaction is an important thing that everyone has at work. A high level of job satisfaction will affect someone in completing their work, so that company goals can be achieved properly. Job satisfaction is basically something that is individual, each individual has a different level of satisfaction according to the values that apply to him. Job satisfaction is defined as pleasure or positive emotion that divides the assessment of employee performance towards work or work experience (Locke in Turner, 2004). Meanwhile, according to (Churchill Ford in Turner, 2004) job satisfaction is all the characteristics of the work itself and the work environment where employees find rewarding, fulfilling, and satisfying, or frustrating and unsatisfying.

Job satisfaction can be seen from various employee characteristics that can be observed from attitudes, behavior, perspectives, and situations at work. Job satisfaction can be seen by a decrease in productivity, strikes, absenteeism, and employee turnover (Turn Over). Other symptoms that may be caused by an employee are low work performance, lack of discipline, low results obtained from performance.

Today's private modern companies must make employees as assets, no longer just a mere means of production in order to reduce high turnover. For this reason, companies need to create a conducive condition that can make employees feel comfortable, their needs are met, so that it is hoped that employee motivation will also be maintained to jointly achieve the company's vision and mission. These conditions can vary, depending on the characteristics of each company. But in general, they can be in the form

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of facilities provided, adequate level of welfare, clear career path, performance rewards, opportunities for self-actualization, comfort and safety at work, management policies, employment guarantees, and others.

PT Nusantara Traisser is a human resource training and development services company or can be called PJK3 (occupational safety and health services company) and is currently a Professional Certification Institute (LSP) company under a BNSP permit. Specifically, the main product of PT Nusantara Traisser is to provide operator/expert training and certification services, assessment, inspection, coaching, supplier, services, and recertification aimed at improving hard skills and soft skills.

The existence of PT Nusantara Traisser began in mid-2001, when several young professionals discussed the Human Resource Development System which led to the establishment of a training institution with the aim of encouraging and increasing the productivity of the Indonesian workforce. At this time, PT Nusantara Traisser developed into one of the best training institutions in Indonesia. The commitment built is to serve the industrial community without differences, build communication with customers and partners and build modern information technology in accordance with operational developments. In the first quarter of 2009, PT Nusantara Traisser was developed into a Limited Liability Company (PT), after receiving trust and cooperation in coaching and developing employees from several oil and gas, mining, construction, manufacturing and service industries. In 2018, PT Nusantara Traisser developed rapidly with two branch offices in Jakarta and the PT Vale Sorowako project in South Sulawesi. The vision of PT Nusantara Traisser is to become a superior and professional human resource training and development services company. The mission of PT Nusantara Traisser is to be part of educating the nation through human resource training and development, in accordance with the mandate of the Constitution (UUD) and UU K3, increasing the competence and competitive advantage of the Indonesian workforce, encouraging the formation of a more productive culture, ethics, work discipline, and professional.

Several factors that can affect job satisfaction and employee OCB do not rule out the possibility of PT. Nusantara Traisser, where initial observations made by researchers found that there were several problems regarding various employees, namely employee job satisfaction and behavior in the OCB workplace. The company has provided motivation to work with capacity building programs and clear career paths, awarding employees with achievements, a good, safe and comfortable work environment. Researchers also observed that employees also respect and have a good relationship with the leadership. In addition, according to the company, there are some employees who have voluntary behavior and are loyal to the company, but in reality there are many employees who leave the company and work elsewhere. Researchers conducted this research by asking several employees directly and conducting a few interviews with the leadership. For the problem of job satisfaction, there are some employees who are satisfied but there are some employees who are also dissatisfied.

In order to determine the effect of job satisfaction by observing the variables of work motivation, compensation and Organizational Citizenship Behavior (OCB), it is hoped that there will be an increase in job satisfaction of PT Nusantara Traisser employees. This study is also to determine the level of employee motivation and compensation on employee job satisfaction through OCB. Based on the existing problems, the researcher wants to conduct further research with the title "The Influence of Work Motivation and Compensation on Employee Job Satisfaction Through OCB (Organizational Cityzenship Behavior) at PT Nusantara Traisser Surabaya

II. LITERATURE REVIEW

A. Motivation

According to (Sutrisno, 2014) explained that motivation is a factor that encourages a person to carry out a certain activity, therefore motivation is often also interpreted as a driving factor for one's behavior. Every activity carried out by someone must have a factor that drives the activity, whereas according to (Mangkunegara, 2011) work motivation is defined as a condition that influences arousing, directing, and maintaining behavior related to the work environment. Motivation is a psychological process that reflects the interaction between attitudes, needs, perceptions and decisions that occur in a person. Motivation arises due to motives in a person. Motives are the driving force of desires, needs and willingness to move people to behave and act with certain goals (Firdausi, 2011).

B. Compensation

Meanwhile, according to (Sutrisno, 2014) compensation is all remuneration received by an employee from his company as a result of the services or labor he has provided to the company. Compensation is also interpreted as remuneration for work carried out and as a motivator for carrying out activities in the future according to (Handoko, 2012). According to (Mangkunegara, 2013) explains that compensation is something that is considered as something comparable, in employment, monetary gifts are

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compensation given to employees as a reward for service. Compensation is an important function in natural resource management, because compensation is one of the most sensitive aspects in work relations (Sutrisno, 2014).

C. Job satisfaction

According to (Robbins and Judge, 2011) defines job satisfaction as a positive feeling in a job, which is the impact/result of evaluation of various aspects of the job. Job satisfaction is closely related to employee attitudes towards various factors in work, including: work situation, social influence at work, rewards, and leadership, as well as other factors. Job satisfaction is a general attitude of an individual towards his work (Robbins, 2011).

D. Organizational Citizenship Behavior (OCB)

According to (Budihardjo, 2011) OCB is voluntary behavior of individuals (in this case employees) that are not directly related to the reward system but contribute to organizational effectiveness. Furthermore (Griffin and Moorhead, 2014) argue that Organizational Citizenship Behavior (OCB) is a person/member in an organization that makes a positive contribution in totality to the organization or company. Organizational Citizenship Behavior is an individual contribution that exceeds the demands of roles in the workplace. This Organizational Citizenship Behavior involves several behaviors including the behavior of helping others, volunteering for extra tasks, complying with rules and procedures in the workplace.

E. Research Hypothesis

- H1 : It is suspected that work motivation and compensation have a significant effect on Organizational Citizenship Behavior (OCB) at PT. Archipelago Traisser.
- H2 : Allegedly work motivation and compensation have a significant effect on job satisfaction at PT. Archipelago Traisser.
- H3 : It is suspected that Organizational Citizenship Behavior (OCB) has a significant effect on job satisfaction at PT. Archipelago Traisser.
- H4 : It is suspected that work motivation and compensation have a significant effect on job satisfaction through Organizational Citizenship Behavior (OCB) at PT. Archipelago Traisser.

III. RESEARCH METHODS

A. Variable Operational Definitions

1. Work motivation

Work motivation is a person's encouragement in carrying out a particular activity. The measurement of work motivation indicators in this study refers to David McClelland's motivation theory as follows: Achievement Needs, Strength Needs, and Relationship Needs.

2. Compensation

Compensation is remuneration received by employees from their company. Measurement of compensation indicators in this study are as follows: Salaries received, incentives received, and allowances received.

3. Job satisfaction

Job satisfaction is a positive feeling on a job. In this study is job satisfaction. Measurement of job satisfaction indicators in this study are as follows: Achievement, Recognition, Responsibilities, The work it self and Advancement.

4. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is voluntary behavior in the workplace that is carried out by employees freely beyond the requirements of one's job. Organizational Citizenship Behavior (OCB) indicators in this study are as follows: Altruism, Conscientiousness, Civic Virtue, Courtesy, and Sportmanship.

B. Population and Sample

The population referred to in this study are all employees of PT Nusantara Traisser where the total number of employees is 46 people (source: PT Nusantara Traisser Surabaya). Based on this study, because the total population was less than 150, namely only 46 people, in this study, all populations were used as research subjects. Thus the sampling technique used is saturated/census sampling technique based on the provisions put forward by (Sugiyono, 2002) which says that: "Unsaturated sampling is a sampling technique when all members of the population are used as samples. Another term for saturated sample is census.

C. Data analysis technique

Data analysis techniques used in this study are descriptive analysis and path analysis.

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IV. RESEARCH RESULTS AND DISCUSSION

A. Hypothesis test

The procedure for testing the hypothesis is carried out by path analysis, namely by using multiple regression and then filtering based on statistical tests and significance. This statistical test can be carried out using the standardized beta coefficient (standard β). If the β value is significant, then the path coefficient is significant. While the path coefficient obtained is not significant discarded. Significance test can be done by comparing the significance of these pathways. If the significance value of the path coefficient is less than 0.05, then the coefficient is considered significant. Conversely, if the significance value of the coefficient exceeds 0.05, it is considered insignificant. The results of the influence of work motivation and compensation on job satisfaction through OCB are presented in table 1.

Table 1. Summary of Results of the Analysis of Direct, Indirect, and Total Effects of the Path Analysis

Variable	Direct Influence	t value	p-values	Indirect Influence	Total Impact
Work motivation → OCB	0.499	5,179	0.000*	-	-
Compensation → OCB	0.468	4,859	0.000*	-	-
Work motivation → Job satisfaction	0.234	2,193	0.034*	-	-
Compensation → Job satisfaction	0.231	2,213	0.032*	-	-
OCB → Job satisfaction	0.519	3,924	0.000*	-	-
Work motivation → OCB → Job satisfaction	0.234	-	-	0.499 X 0.519 = 0.259	0.493
Compensation → OCB → Job satisfaction	0.231	-	-	0.468 X 0.519 = 0.243	0.474

* significant on 5%.

Based on table 1 it can be explained as follows:

a. Hypothesis Test 1

Based on Table 1, the beta coefficient value of work motivation has a value of 0.499 and a t-count value of 5.179 and a p-value of 0.000 less than $p = 0.05$ ($\alpha = 5\%$), which means that work motivation significantly affect OCB. The compensatory beta coefficient value is 0.468 and the calculated t value is 4.859 and the p value is 0.000 which is less than $p = 0.05$ ($\alpha = 5\%$), which means that compensation significantly affect OCB. Thus the first hypothesis which states that work motivation and compensation affect OCB statistically tested.

b. Hypothesis Test 2

Based on Table 1, the beta coefficient value of work motivation has a value of 0.234 and a t-count value of 2.193 and a p-value of 0.034 less than $p = 0.05$ ($\alpha = 5\%$), which means that work motivation significantly influence job satisfaction. Compensation beta coefficient value with a value of 0.231 and a calculated t value of 2.213 and a p value of 0.000 is less than $p = 0.05$ ($\alpha = 5\%$), which means that compensation significantly influence job satisfaction. Thus the second hypothesis which states that work motivation and compensation significantly influence job satisfaction statistically tested.

c. Hypothesis Test 3

Based on Table 1, the OCB beta coefficient is obtained with a value of 0.519 and a t-count value of 3.924 and a p-value of 0.000 less than $p = 0.05$ ($\alpha = 5\%$), which means that OCB significantly influence job satisfaction, thus the third hypothesis which states that OCB significantly influences job satisfaction statistically tested.

d. Hypothesis Test 4

Based on Table 1, the results of the analysis show that OCB has the status of an intervening variable that can mediate work motivation variables, because the value of the indirect effect (0.259) is greater than the direct effect (0.234). OCB has the status of an intervening variable that can mediate compensation variables on job satisfaction, because the value of the indirect effect (0.243) is greater than the direct effect (0.231). Thus the fourth hypothesis which states work motivation and compensation affect job satisfaction through OCB statistically tested.

Based on the description of hypothesis testing, so that the path model in path analysis is depicted in Figure 1.

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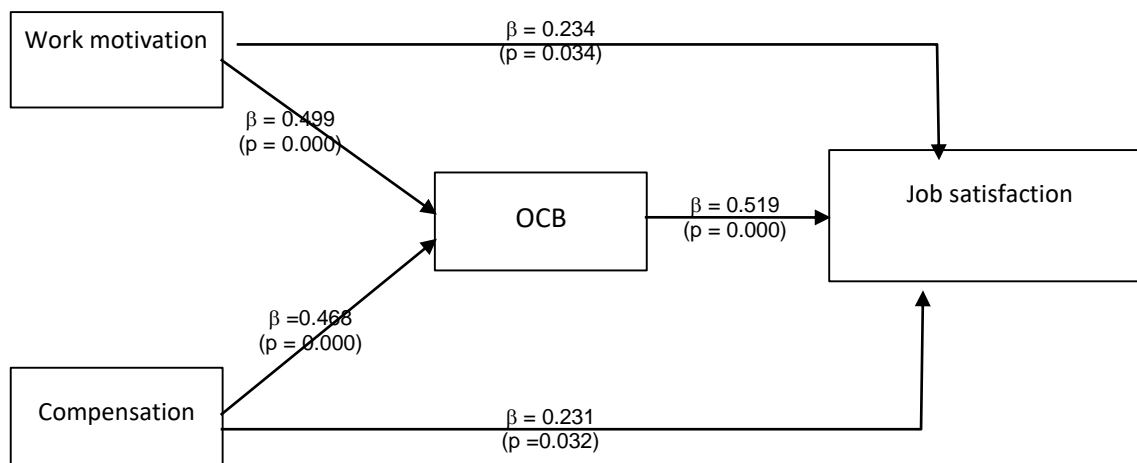


Figure 1. Path Analysis Results

Source: Primary data processed, 2023.

B. Discussion

1) Effect of Work Motivation and Compensation on OCB

Work motivation affects OCB. This shows that work motivation that is driven by the need for achievement, the need for power, and the need for relationships can influence OCB. The motivational indicator that makes the biggest contribution to increasing OCB is the need for relationships as reflected in there is mutual acceptance among co-workers who are full of kinship, there is interaction between co-workers who are full of friendship and work cooperatively with other employees. Employees who have high relationship needs tend to be motivated to build and maintain positive relationships with co-workers and team members. This motivation can affect OCB because employees who have high relationship needs tend to behave voluntarily in helping, supporting, and cooperating with others in the work environment. Employees become a source of support, do good teamwork, or build positive interpersonal relationships. Employees who have a high need for achievement tend to be motivated to achieve goals and achieve high achievements. This motivation can affect OCB because achievement-oriented employees are more likely to participate in voluntary behavior that can help the organization achieve its goals. Employees who have a high need for power tend to be motivated to influence others, take responsibility, and have autonomy in their work. This motivation can also affect OCB because employees who have a high need for power tend to be active in helping and providing support to their co-workers. They may involve themselves in sharing knowledge, providing advice, or assisting in solving problems. Through OCB, employees can demonstrate a positive influence and make a meaningful contribution to the success of the team and the organization as a whole. When employees feel valued and recognized for their contributions, employees tend to be more motivated to take voluntary actions that can strengthen work relationships and support organizational success. The results of this study support Putra Sudibya (2018), and Suseno et al. (2021) which states that work motivation influences OCB.

Compensation has an effect on OCB. This shows that giving compensation according to employee expectations can increase OCB. The OCB indicator that makes the biggest contribution to increasing OCB is the salary received, which is reflected in the timely payment of salaries. Employees who feel that they are treated fairly in terms of compensation tend to have a positive perception of the organization. When employees feel that the compensation they receive is proportional to their contributions and efforts, employees tend to feel attached to the organization and want to provide the best for the organization through voluntary behavior. Employees are more motivated to engage in OCB such as helping co-workers, supporting company initiatives, or complying with company policies and procedures. Adequate and fair compensation can meet the needs of employees to feel valued and recognized by the organization. When employees feel that their contributions are valued through appropriate compensation, employees are more likely to feel compelled to engage in OCB behavior. Employees are more likely to share knowledge, provide support to colleagues, or take the initiative to create a positive work environment. Fair and transparent compensation also contributes to a higher perception of fairness among employees. Employees who believe that the compensation they receive is in line with their contributions will have a more positive attitude toward the organization and are more likely to behave voluntarily. They may be more motivated to engage in OCB such as helping coworkers, providing constructive suggestions, or participating in company initiatives. The results of this study support Suseno et al. (2021) which states

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that compensation has an effect on OCB. The results of this study do not support Oktaviana et al. (2021) which states that compensation has no effect on OCB.

2) Effect of Work Motivation and Compensation on Job Satisfaction

Work motivation affects job satisfaction, which means that job satisfaction can be increased if employees have high work motivation in completing work. Indicators of work motivation that make the biggest contribution to increasing job satisfaction, namely. The need for relationships is reflected in the existence of mutual acceptance among co-workers who are full of kinship, there is interaction between co-workers who are full of friendship and work cooperatively with other employees. High work motivation encourages employees to set and achieve challenging goals. When employees feel motivated to achieve these goals, employees will feel satisfied when they achieve them. Success in achieving goals provides a sense of personal achievement and job satisfaction increase. Work motivation can meet the psychological needs of employees, such as the need for achievement, recognition, and personal growth. When employees feel that their jobs meet these needs, employees will feel more satisfied with their jobs.

High work motivation can also create a positive work environment, where employees feel motivated and supported. A positive work environment, including support from colleagues and management, effective communication, and fair recognition, can increase employee job satisfaction. When employees feel empowered and supported in achieving company goals, the company will feel more satisfied with the employee's work. It is important for organizations to understand and meet the motivational needs of employees. This involves recognizing accomplishments, providing development and growth opportunities, providing constructive feedback, and creating a supportive work environment. By encouraging high work motivation, organizations can increase employee job satisfaction, reduce employee turnover rates, and increase job satisfaction. Employees who have high work motivation tend to have higher levels of job satisfaction. Employees feel emotionally involved with the employee's work, feel useful, and feel meaningful in their contribution. This satisfaction can create a positive cycle in which high work motivation leads to higher job satisfaction, and vice versa. The results of this study support Danendra and Mujiati (2016) who state that motivation influences OCB. However, the results of this study do not support Patiwael et al. (2021) who found that motivation has no effect on OCB.

Compensation has a significant effect on employee job satisfaction, which means that giving fair compensation can increase employee job satisfaction. The compensation indicator that makes the biggest contribution to increasing job satisfaction is the salary received, which is reflected in the timely payment of salary. Compensation provided is timely and fair and adequate provides recognition for the value of the employee's contribution to the organization. When employees feel that the salary they receive is in line with responsibility, effort, and contribution, employees tend to feel valued and satisfied with their work. Adequate compensation can meet the basic needs of employees, such as financial security and meeting the necessities of life. When employees are not worried about financial matters or feel that they are valued through compensation, employees are able to focus more on work tasks and experience higher satisfaction. Fair compensation also contributes to a feeling of fairness among employees. When employees feel that they are being treated fairly in terms of compensation, either in internal comparisons with colleagues or in external comparisons with the job market, employees tend to feel more satisfied with their jobs. Perceptions of fairness can help build stronger trust and commitment to the organization. When employees see a relationship between increased compensation and work achievement, employees tend to feel satisfied with the efforts they put in. This can provide an additional impetus for the employee to continue to develop and make a greater contribution to the employee's work. The results of this study support Danendra and Mujiati (2016), and Oktaviana et al. (2021) which states that compensation affects job satisfaction.

3) The Effect of OCB on Job Satisfaction

OCB has a significant effect on job satisfaction, which means that the higher the OCB level, the higher the job satisfaction. The OCB indicator that makes the biggest contribution to increasing job satisfaction is courtesy, which is reflected in showing concern and concern for co-workers even in busy times. OCB involves employee voluntary behavior outside of key tasks that directly improves organizational climate. When employees contribute by performing OCB, employees help create a positive, collaborative, and mutually supportive work environment. A good and positive work environment increases employee job satisfaction because employees feel comfortable, valued and supported by colleagues and the organization.

OCB involves positive interactions between employees and co-workers, as well as good relationships with superiors and management. When employees volunteer to help co-workers, provide support and forge harmonious working relationships, it creates strong social bonds in the workplace. This positive relationship increases job satisfaction because employees feel supported, accepted, and valued by the people around them. When employees voluntarily contribute to OCB, such as sharing

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knowledge, helping co-workers, or supporting team initiatives, employees strengthen teamwork and increase productivity. High team effectiveness can provide job satisfaction because employees feel they have an important role in achieving common goals and feel collective success. OCB reflects additional contributions made by employees outside of their main duties. When employees behave voluntarily in OCB, employees can receive recognition and appreciation from colleagues, superiors and the organization. This recognition can increase job satisfaction because employees feel valued and recognized for the additional effort they put in. Through participation in OCB, employees can experience the satisfaction that comes from a broader and deeper contribution to the organization. The results of this study support Lestari and Ghaby (2018) and Lukito (2020) who state that OCB has an effect on job satisfaction. This recognition can increase job satisfaction because employees feel valued and recognized for the additional effort they put in. Through participation in OCB, employees can experience the satisfaction that comes from a broader and deeper contribution to the organization. The results of this study support Lestari and Ghaby (2018) and Lukito (2020) who state that OCB has an effect on job satisfaction. This recognition can increase job satisfaction because employees feel valued and recognized for the additional effort they put in. Through participation in OCB, employees can experience the satisfaction that comes from a broader and deeper contribution to the organization. The results of this study support Lestari and Ghaby (2018) and Lukito (2020) who state that OCB has an effect on job satisfaction.

4) The Influence of Work Motivation and Compensation on Job Satisfaction Through OCB

Work motivation has a significant effect on job satisfaction through OCB. High work motivation encourages employees to be more involved in their work. When employees feel motivated to give their best, they tend to be more active and take initiative in carrying out their tasks. This could include helping co-workers, contributing to projects outside of the main task, or sharing knowledge with team members. Through participation in OCB, employees can feel more connected to the organization and feel satisfied with their greater contribution. High work motivation can also increase employees' sense of ownership of the organization. When employees feel motivated and passionate about their jobs, they tend to have a greater sense of responsibility towards the organization as a whole. In the context of OCB, they may feel they have an important role to play in helping the organization achieve its broader goals. This can give them deep satisfaction because they feel that they are making a significant and meaningful contribution to the organization. Through OCB, employees can form more positive relationships with colleagues and team members. High work motivation encourages employees to engage in voluntary behavior that supports others and helps create a cooperative and mutually supportive work environment. This positive relationship can increase job satisfaction because employees feel valued and recognized by their colleagues. Besides that, good relationships can also influence perceptions of fairness and greater social support, which contribute to overall job satisfaction. Through OCB, employees can have a positive influence on the company and work environment. Their voluntary actions, such as providing constructive suggestions or participating in company initiatives, can help create positive change and improve working conditions. When employees feel that their contribution is meaningful and impactful, this can increase their job satisfaction. Thus, high work motivation encourages employees to participate in OCB which can increase employee job satisfaction as a whole. Through increased engagement, ownership, positive relationships, and positive influence,

Compensation has a significant effect on job satisfaction through OCB. Fair and adequate compensation provides a perception of fairness to employees. When employees feel they are being treated fairly in terms of compensation, they tend to feel more satisfied with their jobs. This perception of fairness can influence employee motivation to participate in OCB. Employees who feel fairly rewarded through compensation commensurate with their contributions tend to feel more motivated to engage in voluntary behavior that supports the organization. Adequate compensation can also function as a form of recognition and appreciation of employee contributions. When employees feel valued through fair compensation, they tend to feel more satisfied with their jobs. This situation can encourage employees to behave voluntarily in the form of OCB as a further form of appreciation and appreciation. Adequate compensation can affect the level of employee commitment to the organization. Employees who feel that they are treated fairly and valued through compensation tend to feel more attached to the organization. This sense of attachment can motivate employees to perform OCB which can increase job satisfaction. Through voluntary behavior such as helping coworkers, supporting organizational initiatives, or adhering to company policies, employees feel more involved in their work and experience greater satisfaction. Fair compensation can also create a positive work environment. Employees who feel they are treated fairly in terms of compensation will tend to have a more positive attitude towards the organization. This positive work environment can increase overall job satisfaction. Through OCB, employees can contribute to creating and maintaining a good work environment, which in turn can increase employee job satisfaction. By providing fair and adequate compensation, organizations can influence employee job satisfaction through OCB. Perceptions of fairness, recognition, commitment, and a

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positive work environment are mechanisms that can link compensation to job satisfaction through participation in OCB. Paying attention to good compensation is one way for organizations to encourage OCB and improve overall employee job satisfaction.

V. CONCLUSIONS

Based on research findings and discussions that have been carried out, it can be concluded, among others:

- 1) Work motivation is shaped by achievement needs, power needs and relationship needs. The main thing that can increase work motivation is the need for relationships reflected in the existence of mutual acceptance among co-workers who are full of kinship, there is interaction between co-workers who are full of friendship and work cooperatively with other employees. Compensation is formed by the salary received, the incentives received, the benefits received are reflected in the timely payment of salaries. The main thing in increasing compensation is the salary received. Job satisfaction is determined by the attainment of work results/achievements, awards, recognition, responsibility, the work itself and appreciation. An indicator that can increase job satisfaction, namely Advancement (Development) is reflected in the development of potential within oneself that is fully innovative and creative. OCB is formed by Altruism, Conscientiousness, Civic virtue, Courtesy and Sportmanship. The main thing that can increase OCB is courtesy, which is reflected in showing attention and concern for co-workers even in busy times.
- 2) Work motivation and compensation affect OCB, which means that employees who have high work motivation and are supported by receiving fair compensation can increase OCB.
- 3) Work motivation and compensation affect job satisfaction. This means that job satisfaction can be built through high work motivation and fair compensation.
- 4) OCB has a significant influence on job satisfaction. Voluntary behavior performed by employees outside of their main duties, such as altruism, conscientiousness, civic virtue, courtesy, and sportsmanship, can increase job satisfaction. OCB creates a positive work environment, supports each other, and has a positive influence on co-worker relationships.
- 5) OCB mediates the effect of work motivation and compensation on job satisfaction, which means that when employees feel motivated and have achievement, power, and relationship needs met, they tend to participate more in OCB and feel more satisfied with their jobs. When employees feel that they are getting fair and adequate compensation, employees tend to contribute more through OCB and feel more satisfied with their work.

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