



THE EFFECT OF JOB SATISFACTION, ORGANIZATIONAL COMMITMENT AND COMPENSATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AT EXPEDITIONARY SERVICE COMPANY

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Abstract: Organization Citizenship Behavior (OCB) is one of the positive organizational attitudes that can be raised with variable Job Satisfaction, Organizational Commitment and Compensation benefit. This study aims to analyze the effect of Job Satisfaction, Organizational Commitment and Compensation benefit towards Organization Citizenship Behavior at PT Pos Indonesia. The data sources come from primary and secondary data. Primary data is taken from distributing questionnaires, while secondary data is from literature books, journals, and company data. Data was distributed to 243 employees and use random sampling technique. This research methodology uses descriptive and quantitative methods using Smart PLS to analyze several theoretical concepts. The result showed that the variable Job Satisfaction, Organizational Commitment and had a positive and significant effect on Organization Citizenship Behavior, Compensation benefit did not positively and significantly affect the Organizational Citizenship Behavior (OCB).

Keywords: Job Satisfaction, Organizational Commitment, Compensation, Organization Citizenship Behavior.

INTRODUCTION

Technological developments and the current era of globalization have made major changes in human life, including shopping styles. Previously, people were used to shopping offline, but with the development of e-commerce and the current pandemic situation, people's space for movement is limited and online shopping is one of the common activities. Expeditionary Service company are an important part of the online shopping process. Indonesia is a strategic country for investors because it has a large market share. In addition to rapid economic growth, ease of regulation has made a number of industries grow rapidly. One of the fastest growing industries is e-commerce. Of course, the rapid growth of the e-commerce industry is directly proportional to the demand for safe, convenient and fast package delivery and delivery services. The increasing use of expeditionary service makes many new expeditionary service companies exist to participate in this part of the business, which of course creates increasingly competitive competition for each expeditionary service

company, thus requiring every company to be able to improve its performance again. one of the most important things in a company is human resources, in other words these human resources are employees.

Companies will be able to compete if they have quality employees who not only complete their work but are willing to do work outside of their own responsibilities and are willing to engage in all kinds of positive behaviors such as actively participating in the company and providing more service to customers. This behavior is called Organizational Citizenship Behavior (OCB), which is a preferred behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization (Badriyah: 2015). With OCB behavior, it can create a conducive atmosphere between employees and support each other so that company stability will be maintained and employee performance will be better for the company's competition with competitors.

Previous research on OCB conducted by Kurniawan et al (2021) found that organizational commitment has a direct effect on organizational citizenship behavior and research conducted by Nitawati (2020) state that compensation and job satisfaction simultaneously have a significant effect on employee OCB. While the research result by Sulastri et al (2018) found that compensation has no positive and significant effect on OCB.

Based on the above background, the purpose of this research is to see how: 1) To find out and analyze the effect of Job Satisfaction on Organizational Citizenship Behavior (OCB) of Expeditionary Service Company employees; 2) To find out and analyze the influence of the Organization on the Organizational Citizenship Behavior (OCB) of the Expeditionary Service Company; 3) To find out and analyze the effect of Compensation on Organizational Citizenship Behavior (OCB) of Expeditionary Service Company employees

LITERATURE REVIEW

Job Satisfaction

Luthans in Kaswan (2012) defines job satisfaction as covering cognitive, affective, and evaluative reactions or attitudes and states that job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's job or work experience. Badriyah (2015) explains that job satisfaction is an employee's attitude or feeling towards pleasant or unpleasant aspects of work that are in accordance with the assessment of each worker. According to Luthans in Kaswan (2012) revealed that there are a number of dimensions and indicators of job satisfaction, namely: 1) Job satisfaction; 2) Salary; 3) Promotion; 4) Supervision of superiors; 5) Colleagues; 6) Working conditions.

Organizational commitment

According to Luthans in Wibowo (2017) organizational commitment is defined as a strong desire to remain a member of a particular organization, a desire to give high effort on behalf of the organization and belief in the values and goals of the organization. Allen & Meyer in Robbins & Judge (2015) state that organizational commitment is a condition in which a member sided with a particular organization and intends to maintain its membership in that organization. Steers in Mardiana & Syarif (2018), explained that organizational commitment is the relative strength of an identification of individuals involved in an organization by presenting other things beyond loyalty to the organization and being willing to give something of themselves for organizational achievement.

Allen & Meyer in Robbins & Judge (2015), suggest that there are three separate dimensions of organizational commitment, namely: 1) Affective commitment, namely the emotional feelings that members have for the organization and belief in its values due to emotional ties, identification, and involvement. ; 2) Continuance commitment, namely staying in an organization when compared to leaving the organization or looking for a new job with

economic value considerations; 3) Normative commitment, the values in employees for commitment to the organization are things that should be done and survive as members of the organization because of their self-awareness.

Compensation

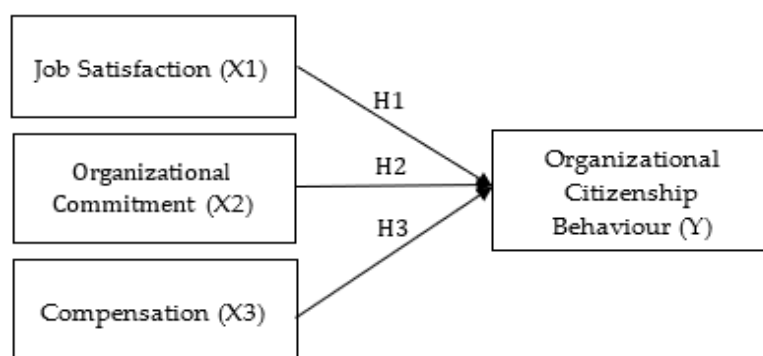
According to Handoko (2014), compensation is everything that employees receive as compensation for the work they have done. And according to Hasibuan (2016) compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company. According to Dessler (2015) compensation is all forms of payment or facilities provided to employees from their work. The dimensions and indicators of compensation are: 1) Direct payments, such as payments in the form of wages, salaries, incentives, commissions, and bonuses; 2) Indirect payments, such as payments in the form of financial benefits such as insurance and vacations paid by the company or employer.

Organizational Citizenship Behavior (OCB)

According to Organ et al. in Titisari (2014), Organizational Citizenship Behavior (OCB) is defined as employee behavior that is free (discretionary) not directly recognized by the formal reward system and in aggregate can support organizational effectiveness. Organizational Citizenship Behavior is a form of individual contribution in the organization that exceeds the demands of its (2014). Gibson, et al. (2012) explained that Organizational Citizenship Behavior is behavior that exceeds its role, exceeds the expected role, so that employees are willing to help when employees in other unit experience difficulties. Organizations need employees who are willing to carry out work-related activities that are not listed in their job descriptions so that they can improve the quality of the company.

Organs et al. in Titisari (2014) suggests that there are five dimensions that contribute to Organizational Citizenship Behavior, namely: 1) Altruism (helping behavior), namely behavior that is carried out by individuals voluntarily in their role as an employee helping co-workers who have difficulty completing their work. without thinking about personal gain. For example, willing to voluntarily help co-workers whose workload is excessive; 2) Civic Virtue (Prioritizing the Common Interest), namely the behavior carried out by individuals voluntarily getting involved, participating, participating, and caring in various activities organized by the company, taking the initiative to provide recommendations or innovative suggestions so that there is an increase in the quality of the company as a whole; 3) Sportsmanship (high tolerance), namely behavior carried out by individuals voluntarily accepting whatever is set by the company even in less than ideal circumstances; 4) Conscientiousness (seriousness in work), namely the behavior carried out by employees to show high dedication to their work and have a desire to exceed work achievement standards towards their responsibilities; 5) Courtesy (be polite), namely behavior carried out by individuals voluntarily in their role as employees to maintain good relations among fellow employees to avoid interpersonal problems within the company.

From the theoretical analysis and empirical studies, it can be stated that there is a relationship between of Job Satisfaction, Organizational Commitment and Compensation on Organizational Citizenship Behavior (OCB) variables which can be described in a conceptual framework diagram as follows:



Picture 1. Conceptual Framework

Hypothesis:

H1: Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior at Expeditionary Service Company

H2: Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior at Expeditionary Service Company

H3: Compensation has a positive and significant effect on Organizational Citizenship Behavior at Expeditionary Service Company

RESEARCH METHODS

The author uses a quantitative approach in this study. As revealed by Sugiyono (2016), namely a research method based on the philosophy of positivism, which has the aim of testing hypotheses by using research instrument collection, data analysis is quantitative/statistical in certain populations or samples. The population of this study were employees of the Expeditionary Service Company, the total population was 243 employees with the determination of the sample using the Slovin formula so that the number of samples was 151. In this study, chance sampling technique (probability sampling; simple random sampling) was used while data collection was used using survey through the Google form media with a link address that sent to Expeditionary Service Company employees.

In this study, the analytical method used is Component or Variance Based Structural Equation Model where the data processing uses the Partial Least Square (Smart-PLS) program. PLS is also used to explain whether there is a relationship between latent variables. As stated by Ghazali (2014) PLS is a special analytical method because it is not based on many assumptions or conditions, because the data does not have to be normally distributed and the sample does not have to be large.

In PLS, two analyzes will be carried out, namely the analysis of the outer model and the inner model, the outer model includes several tests including: 1) Convergent Validity, an indicator that is assessed based on the correlation between the item score and the construct score, seen from the standardized loading factor that reflects the correlation between each measurement items (indicators) with their constructs. The individual reflexive measure is said to be high if it has a correlation of more than 0.7 with the construct to be measured, while according to Chin quoted by Imam Ghazali (2014), the outer loading value between 0.5 - 0.6 is considered sufficient; 2) Discriminant Validity, method to assess discriminant validity is to compare the value of the square root of average variance extracted (AVE) of each construct with the correlation between other constructs in the model. And the acceptable AVE value is more than 0.5 (Hair in Sujati et al :2020); 3) Composite reliability, to measure a construct that can be seen in the view latent variable coefficients. To evaluate composite reliability,

there are two kinds of measures, namely internal consistency and cronbach's alpha. If the measurement reaches more than 0.70, it can be said that the construct has high reliability. Composite reliability value > 0.7 for confirmatory research (Viladrich in Sujati et al., 2020).

While in the inner model there are several tests, including: 1) R-square value, Path coefficient evaluation is used to show how strong the effect or influence of the independent variable on the dependent variable. While the coefficient determination (R-Square) is used to measure how much the endogenous variable is influenced by other variables. R-Square values of 0.75, 0.50, 0.25 indicate a strong, moderate and weak model (Hair et al 2017 in Pangestu & Rachmawati: 2019). Goodness of Fit Model, Tests use predictive-relevance values (). Q-square value > 0 indicates that the model has predictive relevance, while Q-square < 0 indicates that the model lacks predictive relevance (Gibson at al: 2012); 2) Hypothesis Testing, the results of the proposed hypothesis can be seen from the magnitude of the t-statistic which is the result of the test. must have a probability value (P-Value) < 0.05 and a t-statistic value > 1.96 in order to show the influence between variables (Ghozali: 2014).

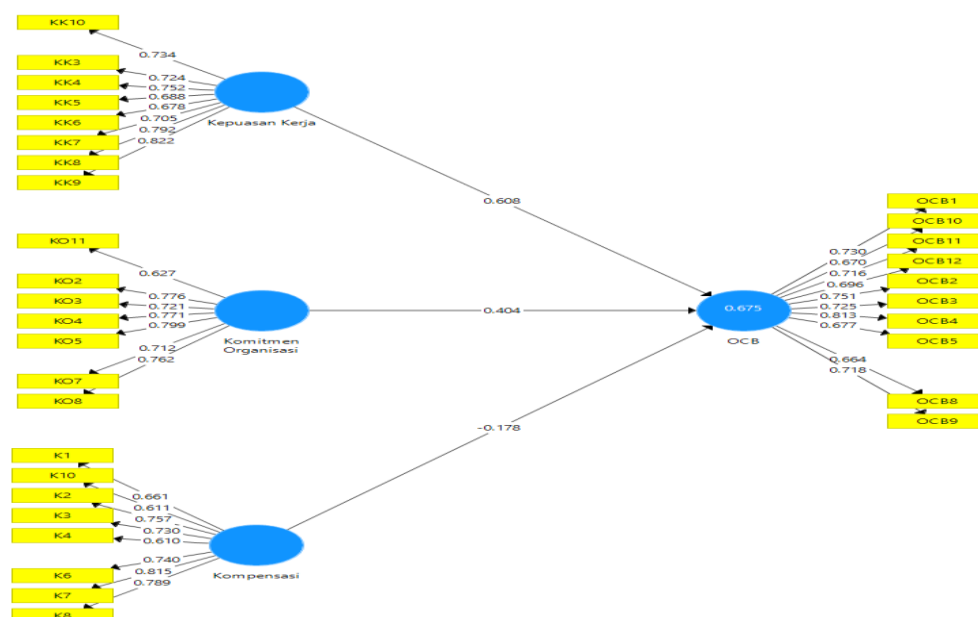
FINDINGS AND DISCUSSION

Outer Model

The analysis of the results of the outer model test carried out is as follows:

Convergent validity (outer loading)

Based on the results of the convergent validity test in Fig.2, there are 8 indicators on the job satisfaction (X1) having a loading factor > 0.5 with a value between 0.678 to 0.822 so that it is considered to meet the specified requirements and can be used for further analysis. In the organizational commitment variable (X2) 7 indicators have a loading factor > 0.5 between 0.627 to 0.799 so that they can be considered eligible for further research analysis. On the compensation variable (X3) with 8 indicators that have a loading factor > 0.5 with a value between 0.610 to 0.815 which can meet the requirements for use in further research analysis. Likewise, the Organizational Citizenship Behavior variable (Y) has 10 indicators with a loading factor value > 0.5 with a value between 0.664 to 0.813 so that it can meet the specified requirements for further analysis.



Picture 2. Convergent validity test results.

Average Variance Extracted (AVE) Test

Based on Table 1, it can be seen from the AVE value in the job satisfaction variable of $0.545 > 0.5$ while the organizational commitment variable has a value of $0.548 > 0.5$ then the compensation variable is $0.515 > 0.5$ and the organizational citizenship behavior variable is $0.514 > 0.5$. All variables have an AVE value > 0.5 , met requirement because have discriminant validity.

Table 1. Average Variance Extracted

Variable	Average Variance Extracted (AVE)	Result
Job Satisfaction	0,545	Valid
Organizational Commitment	0,548	Valid
Compensation	0,515	Valid
OCB	0,514	Valid

Cronbach's Alpha and Composite Reliability

Based on Table 2, all variables in this research model are reliable because the composite reliability value > 0.7 and Cronbach's alpha value > 0.7 , all variables have met the criteria and have a good level of reliability.

Table 2. Cronbach's Alpha And Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Result
Job Satisfaction	0,884	0,905	Reliable
Organizational Commitment	0,863	0,894	Reliable
Compensation	0,866	0,894	Reliable
OCB	0,895	0,913	Reliable

Inner Model

The coefficient determination (R-Square) is used to measure how much the endogenous variable is influenced by other variables. R-Square values of 0.75, 0.50, 0.25 indicate a strong, moderate and weak model [12]. The coefficient of determination (R^2) in this study as follows:

Table 3. Determination R^2

Variable	R Square
OCB	0,675

Based on Table 3, it can be seen that the R^2 value for Organizational Citizenship Behavior (Y) is 0.675 which means that it is included in the strong category. Therefore, it can be concluded that the variable Job Satisfaction (X1), Organizational Commitment (X2) and Compensation (X3) have a significant impact on Organizational Citizenship Behavior (Y). In other words, the Organizational Citizenship Behavior construct variable can be explained by Satisfaction, Organizational Commitment and Compensation by 0,675 or 67.5%. therefore, the remaining 32.5% is explained by other factors not observed in this study.

Table 4. Coefficient Correlation

Hypothesis	Coefficient	t- statistics	p-values	Result
Job Satisfaction → OCB	0,608	7,618	0,000	Positive Significant
Organizational Commitment → OCB	0,404	5,546	0,000	Positive Significant

Compensation → OCB	-0,178	3,223	0,001	Negative Significant
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Based on Table 4 the results of the hypothesis testing of job satisfaction (X1) on organizational citizenship behavior (Y) has a Coefficient value of 0,608, a t-statistic value of 7,618 > 1.96 and p-value 0,000 < 0.05 then H1 is accepted, meaning that job satisfaction has a positive effect and significant impact on organizational citizenship behavior.

Organizational commitment (X2) on organizational citizenship behavior (Y) has a Coefficient value of 0,404, a t-statistic value of 5,546 > 1.96 and p-value 0,000 < 0.05, then H2 is accepted, meaning that organizational commitment has a positive and significant effect on the organizational citizenship behavior.

Furthermore, compensation (X3) on organizational citizenship behavior (Y) has a Coefficient value of -0,178, a t-statistic value of 3,223 > 1.96 and p-value 0,001 < 0.05, then H2 is not accepted, meaning that compensation has a negative significant effect on the organizational citizenship behavior.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of research and discussion, it can be concluded that the results of the study are as follows:

Job satisfaction has a positive effect and significant impact on organizational citizenship behavior at Expeditionary Service Company. This reflects that the higher the job satisfaction, the employee's Organizational Citizenship Behavior will also be higher or better. Employee who feels satisfied at work or has positive emotions will certainly try his best with his abilities to give his best performance to the company where he works by completing the best possible task.

Organizational commitment has a positive and significant effect on the organizational citizenship behavior at Expeditionary Service Company. This shows that high employee organizational commitment will provide a commitment to stay in the company and provide good performance in order to assist in achieving company goals.

Compensation benefit did not positively and significantly affect the Organizational Citizenship Behavior (OCB).

Recommendation

Based on the conclusions of the research results above, it is hoped that future researchers can involve other variables such as perceived organizational support, transformational leadership and a good work environment have a strong influence in shaping organizational citizenship behavior employee. Using several methods of collecting data and information such as direct observation and interviews in addition to using a questionnaire so that more in-depth information. In addition, the author thinks that there are still have many weaknesses in this study therefore in future research, data collection from different industries with the number of population and size can be carried out a wider sample to provide a more comprehensive picture of knowledge.

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