



THE EFFECT OF CAREER DEVELOPMENT, COMPENSATION AND ORGANIZATIONAL COMMUNICATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN MILLENIAL EMPLOYEES IN PT RAJAWALI NUSINDO

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Abstract: This research aims to determine the influence of career development, compensation, and organizational communication of organization citizenship behavior of the millennial employee at PT Rajawali Nusindo. The methods used in this research use quantitative research methods. The samples used in this study were as much as 87 employees. Primary Data at can be from with questionnaires and interviews. Hypothesis in the test using regression analysis using SPSS 23. The study uses non probability sampling methods with random sampling techniques and the analysis method used is a double linear regression analysis. The results of this study show that career development has a significant positive influence over the organization citizenship behavior, significant positive compensation against organization citizenship behavior, organizational communication significantly positive to the organization citizenship behavior and simultaneously career development, compensation and communication of significantly affect the organization citizenship behavior.

Keywords: Career Development, Compensation, Organizational Communications, Organization Citizenship Behavior (OCB).

INTRODUCTION

Resource management is one of the areas of management which includes the aspects of planning, organizing, implementing, and controlling. In this increasingly modern era, organizations or companies must be able to adapt to be able to achieve their goals well. The goals that are achieved well in organizations and companies must be

supported by good human resources in an organization and company. Human resources are a very important resource in an organization or company because company goals will not run without the support of human resources.

Currently, Indonesia's human resources are dominated by people born from 1980 to 1999 or known as generation Y (Millennial). The large number of millennial residents today can be a challenge and an opportunity for Indonesia. To have employees who are skilled and have the ability to work, commitment, loyalty, high job satisfaction, towards an agency is not easy because many factors influence it, one of which is an organizational culture. Organizational culture directs employee behavior to be able to improve work ability, commitment, loyalty and extra role behavior such as: helping colleagues, volunteering to do extra activities, avoiding conflicts with coworkers, respecting applicable regulations, tolerating less ideal / pleasant situations, providing constructive advice, as well as not wasting work time.

In service provider companies, especially PT Rajawali Nusindo, Organizational Citizenship Behavior is very necessary because companies whose operational activities are highly dependent on human resources, from the process of selling products to serving consumers need Organizational Citizenship Behavior (OCB) to carry out all company operational activities. This is because there are not enough human resources in the company to carry out their respective duties without having extra role behaviors.

Organizational Citizenship Behavior (OCB) is seen through volunteering to help others or volunteering to do extra or extra tasks, obeying the existing rules in the organization. Employees who exhibit this behavior will be able to make a positive contribution to the company through the behavior of the assigned tasks or their job descriptions. However, employees must continue to carry out their responsibilities in accordance with the assigned tasks. OCB is a behavior that is self-initiated, has nothing to do with the organization's formal reward system, but indirectly will be able to increase kemujan in an organization.

The career development phenomenon that occurs at PT Rajawali Nusindo is the absence of a match between the background of the employees and the assigned tasks and the absence of special training for employees in positioning certain positions. So that when the employee has got the position, he does not understand the duties, functions and main job of him. Another problem is the lack of attention from employees to employees who have been for a long time to be given special training to be promoted to certain positions in order to have career development for all employees. The absence of tenure for employees can lead to fraud in a company.

Apart from career development, what Millennial workers want is the problem of compensation. To be able to improve performance and commitment to the company to be able to achieve the company's goals, employees must be given reciprocity by the company in the form of compensation.

Another phenomenon that occurs at PT Rajawali Nusindo is that the compensation provided cannot compete with other companies. The compensation given is only financial compensation, not non-financial compensation. This will have an impact on the course of organizational activities in achieving organizational goals.

The compensation that is given and offered to Millennial employees must be sufficient and in accordance with the work being done. The compensation provided can also increase employee engagement in the form of financial compensation and non-financial compensation. Non-financial compensation is needed by all employees, such as getting a reward or award to increase commitment and loyalty to the company.

Apart from career development and compensation, another factor that becomes a variable in this study is organizational communication. Communication is the thing that binds the unity of the organization. Communication can help organizational members achieve individual and organizational goals, respond to and implement organizational changes, coordinate organizational activities, and play a role in almost all relevant organizational actions.

If an organization gets to the point where communication within an organization is not as effective as it should be, it will not function as effectively as it should. Communication experts claim that effective communication is a shared understanding between the person delivering the message and the person receiving the message.

LITERATURE REVIEW

Organization Citizenship Behavior

According to Robbin and Judge (2008) defines Organizational Citizenship Behavior (OCB), namely as optional behavior that is not part of an employee's formal work obligations, but can support the functioning of the organization effectively.

According to Organ (in S. Pantja Djati, 2011) defines Organizational Citizenship Behavior (OCB), namely behavior which is an individual choice and initiative, not related to the organization's formal reward system but in aggregate it can increase organizational effectiveness. This means that the behavior is not included in the job requirements or job description so that if it is not done, there will be no sanctions. Dimensions of Organization Citizenship Behavior According to the Marionson Scale (1995) in (Priansa, 2017) :

- 1) Altruism is the behavior of employees in helping colleagues who are experiencing difficulties in the situation they are facing, both regarding tasks in the organization and personal problems.
- 2) Courtesy is behavior by maintaining good relations with colleagues to avoid interpersonal problems.
- 3) Sportmanship is behavior that tolerates less than ideal conditions in an organization without raising objections.

- 4) Conscientiousness is behavior shown by trying to exceed what is expected by the company.
- 5) Civic Virtue is a behavior that indicates responsibility for organizational life such as following changes in the organization, taking the initiative to recommend how organizational procedures can be improved and can protect the resources owned by the organization).

Career development

According to Nawawi (2005), career development is related to a sequence or series of positions or positions a person has achieved during a certain period of time.

According to Danrew J. Dubrin, he considers career development as an employment activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves optimally (Mangkunegara, 2011: 77). Dimensions of Career Development according to Faustino Cardoso Gomes (2003, in Nurcahyo 2012) :

- 1) Career Planning; Matching interests and skills with work, career development opportunities within the company, clarity of long-term and short-term career plans.
- 2) Career Management; Integrating with Human Resources planning, Disseminating career information, Publication of job vacancies, Education and training.

Compensation

According to Subekhi (2012: 176) compensation is any form of reward given to employees in return for their contributions to the organization.

According to Mangkunegara (2013: 83) explains that compensation is something that is considered something comparable. In employment, gifts in the form of money are compensation given to employees as a reward for their service. Compensation Dimension:

- 1) Direct Compensation is wages that are paid regularly based on a fixed grace period. This direct compensation is also known as basic wage, which is a fixed wage or salary received by a worker in the form of a monthly wage (salary) or weekly wage or hourly wage.
- 2) Indirect Compensation Indirect compensation is the provision of benefits for workers beyond salary or fixed wages. According to Nawawi (2001: 316), indirect compensation is a program of rewarding an organization or company.

Organizational Communication

Organizational communication is the sending and receiving of various organizational messages within formal and informal groups of an organization (Wiryanto, 2005).

According to Katz and Kahn in the book *Organizational Communication* (2011: 11) defines organizational communication as the flow of information, exchange of information and transfer of meaning within an organization. According to Katz and Kahn, organization is an open system that receives energy from its environment and converts energy into products or services and releases products or services to the environment. *Dimensions of Organizational Communication* According to Wayne and Faules (in Siti Nur, 2015: 4):

- 1) Internal communication of the organization, the process of delivering messages between organizational members that occurs for the benefit of the organization, such as communication between leaders and subordinates. The internal communication process can take the form of interpersonal communication or group communication.
- 2) Organizational external communication is communication between the leadership of the organization and many audiences outside the organization. In large organizations, this communication is carried out more by the head of public relations than by the leadership.

RESEARCH METHOD

Research Types, Population and Sample

The method used in this research uses quantitative research methods. Data collection methods used in this study are to use primary data, namely questionnaires and interviews. This study uses a non-probability sampling method with random sampling techniques and the analysis method used is multiple linear regression analysis. The population in this study were all employees and staff (head office) who were in the Y generation age range (20 years - 39 years) in PT Rajawali Nusindo with a total of 110 employees. The sample to be used in this study is based on the Slovin formula approach, which is obtained as many as 87 respondents.

Research Hypotheses

Based on this conceptual framework, the hypothesis is as follows:

1. H1: The influence of Career Development on Organizational Citizenship Behavior (OCB) at PT Rajawali Nusindo.
2. H2: The influence of Compensation on Organizational Citizenship Behavior (OCB) at PT Rajawali Nusindo.
3. H3: The influence of Organizational Communication on Organizational Citizenship Behavior (OCB) at PT Rajawali Nusindo.

4. H4: the influence of career development, compensation, organizational communication on Organizational Citizenship Behavior (OCB) at PT Rajawali Nusindo.

FINDINGS AND DISCUSSION

Multiple Linear Regression Analysis

This study uses a multiple regression linear model. In this study, there are 3 independent variables, namely Career Development, Compensation, and Organizational Communication and 1 dependent variable, namely organization citizenship behavior. The results of the multiple linear regression test are as follows:

$$Y = 27,608 + 0,771X_1 + 0,912X_2 + 0,984X_3 + e$$

From these results it can be seen that the Career Development regression coefficient (X_1) = 0.771 means, if the value of the career development variable (X_1) is increased by 1%, the level of organizational citizenship behavior will increase by 0.771. The positive coefficient value shows that the career development variable (X_1) has a positive effect on organizational citizenship behavior (Y).

The compensation regression coefficient (X_2) = 0.912 means that if the value of the compensation variable (X_2) is increased by 1%, the level of organizational citizenship behavior will increase by 0.912. A positive coefficient value shows that the compensation variable (X_2) has a positive effect on organizational citizenship behavior.

Organizational communication regression coefficient (X_3) = 0.984 means that if the organizational communication variable (X_3) is increased by 1%, organizational citizenship behavior will increase by 0.984. The positive coefficient value shows that organizational communication variables have a positive effect on organizational citizenship behavior.

Coefficient of Determination (R^2)

Correlation Coefficient of Variable X_1 To Y

Table 1 Correlation of Variable X_1 To Y

Model	R	Rsquare	Adjusted R Square	Std.Error of the Estimate
1	,603 ^a	,364	,356	15,259

The results of the correlation coefficient research, the value of R Square is 0.364 which means that the Career Development variable (X_1) has an influence on the Organization

Citizenship Behavior (Y) variable by 36.4%, while the remaining 63.6% is influenced by other variables not examined in this research.

Correlation Coefficient of Variable X2 To Y

Table 2 Correlation of X2 Variable To Y

Model	R	Rsquare	Adjusted R Square	Std.Error of the Estimate
1	,628 ^a	,395	,388	14,880

The results of the correlation coefficient study obtained an R Square value of 0.395, which means that the Compensation variable (X2) has an influence on the Organization Citizenship Behavior (Y) variable of 39.54%, while the remaining 60.5% is influenced by other variables not examined in the study.

Correlation Coefficient of Variable X3 To Y

Table 3 Correlation of X3 Variable to Y

Model	R	Rsquare	Adjusted R Square	Std.Error of the Estimate
1	,428 ^a	,175	,165	17,375

The results of the correlation coefficient study obtained the R Square value of 0.175, which means that the Organizational Communication variable (X3) has an influence on the Organization Citizenship Behavior (Y) variable by 17.5%, while the remaining 82.5% is influenced by other variables not examined. in this research.

The coefficient of determination of variables X1, X2 and X3 To Y

Table 4 Coefficient of Determination of Variables X1, X2 and X3 To Y

Model	R	Rsquare	Adjusted R Square	Std.Error of the Estimate
1	,654 ^a	,428	,407	14,641

The results of the correlation coefficient study obtained an R Square value of 0.428, which means that the Career Development (X1), Compensation (X2) and Organizational Communication (X3) variables have an influence on the Organization

Citizenship Behavior (Y) variable by 42.8%, while the rest is 57.2% is influenced by other variables not examined in this study.

T Test (Partial)

In this study using a significance level of 0.05 ($\alpha = 5\%$) for Career Development, Compensation, Organizational Communication. If $t\text{-count} < t\text{-table}$, then the independent variable partially has no effect on the dependent variable (hypothesis is rejected). While $t\text{-count} > t\text{-table}$, then the independent variable partially affects the dependent variable (hypothesis is accepted). ($t\text{ table} = 1.989$).

Table 5 Variable Regression Equations X1 and Y

Model	B	Std. Error	Betta	t	Sig.
(constant)	27.608	16.485		1.675	.098
Career Development (X1)	.771	.315	.328	2.448	0.016

From the data above, it is obtained in the regression equation table Career Development (X1) and Y can be seen that the $t\text{-count}$ value is 2.448. It is proven that $t\text{-count} > t\text{-table}$ (1.989), then H_0 is rejected. In other words, the results of the analysis of the hypothesis between the variables X1 against Y have been tested for truth and are linear and can be used as the final result of the predetermined hypothesis.

Table 6 Variable Regression Equations X2 and Y

Model	B	Std. Error	Betta	t	Sig.
(Constant)	27.608	16.485		1.675	.098
Compensation (X2)	.912	.395	.429	3.222	.002

From the results that can be obtained in the regression equation table for the compensation variable (X2) and Y, it can be seen that the $t\text{-count}$ value is 3.222. It is proven that $t\text{-count} > t\text{-table}$ (1.989), so H_0 is rejected. In other words, the results of the analysis of the hypothesis between the variables X2 against Y have been verified and are linear and can be used as the final result of the predetermined hypothesis.

Table 7 Variable Regression Equations X3 and Y

Model	B	Std. Error	Betta	t	Sig.
(Constan)	27.608	16.485		1.675	.098
Organization Communication	.984	.395	.212	2.491	.015

From the results that can be obtained in the regression equation table of organizational communication variables (4.12), the X3 and Y variables can be seen that the t-count value is 2.491. It is proven that $t\text{-count} > t\text{-table}$ (1.989), so H_{02} is rejected. In other words, the results of the analysis of the hypothesis between the variables X3 on Y have been tested for truth and are linear and can be used as the final result of the hypothesis that has been previously.

F Test (Simultaneous)

Simultaneous testing is conducted to determine whether multiple linear analysis can be carried out on the independent variable Career Development (X1), Compensation (X2) and Organizational Communication (X3) together (Simlutan) and the dependent variable Organization Citizenship Behavior (Y) on Millennial PT Employees Rajawali Nusindo.

Table 8 Simultaneous Significance Test Results F

ANOVA^a						
Model	Sum of Square	df	Mean Square	F	Sig.	
Regression	14427.229	3	4809.076	23.938	.000 ^b	
1 Residual	16674.725	83	200.900			
Total	31101.954	86				

a. Dependent Variabel: y

b. Predictors: (Constant) : X3, X2, X1

Based on the value of the F-count of $23.938 > F\text{-table}$ of 2.716 with a significance level of 0.000, much smaller than $\text{sig} < 0.05$, which means that H_a is accepted because the value of $F\text{-Count} > F\text{-Table}$. So it can be concluded that the variable Career Development, Compensation, Organizational Communication together or simultaneously affects the Organizational Citizenship Behavior.

CONCLUSION AND SUGGESTION

Based on the results of hypothesis testing using SPSS (Statistic Package for the Social Science) version 23 on the effect of career development, compensation, organizational communication on organizational citizenship behavior in millennial employees of PT Rajawali Nusindo, it can be concluded that:

- 1) The results of research on career development variables (X1) on organizational citizenship behavior (Y), this means that there is a positive influence between career development on organizational citizenship behavior, especially in the dimension of altruism. Thus, it means that to achieve a good altruism, the company also pays more attention to and improves career management for each employee.
- 2) The results of the research on the compensation variable (X2) on organizational citizenship behavior (Y) show that there is a positive influence between compensation on organizational citizenship behavior in millennial employees of PT Rajawali Nusindo, which is significant, especially in the indirect compensation dimension with sportsmanship.
- 3) The results of the research on organizational communication variables (X3) on organizational citizenship behavior (Y) show that there is a positive influence between organizational communication on organizational citizenship behavior in PT Rajawali Nusindo's millennial employees which is significant, especially in the dimensions of internal communication with civic virtue.
- 4) The results of this study indicate that there is a simultaneous influence between career development, compensation, organizational communication on organizational citizenship behavior among millennial employees of PT Rajawali Nusindo.

Suggestions after doing this research are as follows:

- 1) Referring to the results of research on career development that have a significant effect on Organizational Citizenship Behavior, companies must pay more attention to the career development of their employees. The existence of clarity in career development aims to increase work effectiveness so that employees can provide and show the maximum and best contribution to achieving the company's business goals. Programs that can be carried out to improve the career development of employees, such as routinely carrying out training and development for all employees, conducting promotions and transfers to increase work productivity.
- 2) Referring to the results of research on compensation which has a significant effect on Organizational Citizenship Behavior. The company is expected to provide compensation in accordance with the workload of employees. The compensation provided is also not only financial compensation, but the company also pays more attention to compensation that is non-financial in nature. The higher the compensation received by employees, the stronger the Organizational Citizenship Behavior.

- Providing compensation in accordance with the workload of the employees can also spur achievement and improve employee performance.
- 3) Referring to the results of research on organizational communication which has a significant effect on Organizational Citizenship Behavior. Internal and external communication between employees and superiors can be improved. It is best if leaders can listen to employee opinions before making work-related decisions. Creating good organizational communication can also create a more relaxed, fluid exchange of information and warm communication so that employee OCB will be created very well.
 - 4) Finally, a suggestion for further research is to include other variables such as job satisfaction, organizational commitment, motivation in theoretical research that can influence Organizational Citizenship Behavior.

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