

# Effect Of Organizational Citizenship Behavior And Compensation To Organizational Performance Through Motivation: The Case Of Officials In Djp Regional Office South Jakarta

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*Abstract: This study aimed to analyze the influence of organizational citizenship behavior and compensation to organizational performance through motivation. The study was conducted in DPJ Regional Office South Jakarta, with the number of samples is 126 people in the area of the organization. Sampling using saturated sample. Analysis of data using path analysis. The results showed that organizational citizenship behavior and compensation to organizational performance through motivation positive and significant impact.*

*Keywords: organizational citizenship behavior, compensation, motivation, organizational performance*

## I. INTRODUCTION

Organizational citizenship behavior (OCB) is a behavior that is not part of the task that has been formally required for an employee but overall encouraging the effective functioning of the organization (Robbins, 2013). In terms of the effectiveness of the organization, individuals in a team need to have behaviors that support. Organizational citizenship behavior (OCB) is a behavior in which someone is willing to do anything beyond what has been described by his work, and did not have an appreciation for it.

Such behavior is not only appropriate behavior any role but is expected to bring extra-role behavior of the individual so that the fabric can be more solid teamwork and can work optimally for the organization (Krishnan 2004). This behavior will impact on organizational performance.

Another factor that affects performance is compensation. Compensation according to Hasibuan (2007) is: "All income in the form of money, goods directly or indirectly received by employees as a reward for services rendered to the company". While understanding the compensation according to Simamora (2008) is: "What is accepted by the employees in exchange for their contributions to the organization. Arita (2014) states compensation is all the income in the form of

money or goods directly or indirectly received by employees in exchange for services provided to the agency.

Wages and salaries are different things. Wages are paid a base which is often used for production workers and maintenance or for daily workers who are not employees or full-time employees. Wages are usually is daily, weekly or monthly in accordance with an agreement between the employee and the employer. Salaries generally applicable to the fare paid weekly, monthly, or yearly given regularly.

Motivation is also indicated an impact on organizational performance. Motivation interpreted also as a force that drives the power source and controls human behavior. Motivation as an effort to encourage a person to take the desired action, while the motif as a propulsive force someone to do. The term motivation comes from the Latin is movere which means moving or moving. Because a person's behavior tends to be goal-oriented and driven by the desire to achieve a particular goal.

Motivation is the willingness of individuals to issue a high effort to achieve organizational goals (Robbins, 2013). In a work context, motivation is one important factor in encouraging an employee to work. There are three key elements in the motivation that effort, the organization's goals and needs.

Therefore, it takes the intensity and quality of those efforts and focused on organizational goals. The effort is a measure of intensity. When someone motivated then he will strive mightily to achieve the goals, but not necessarily a high effort will produce high employee performance. Necessity is the internal conditions conducive to the stimulation, wherein unsatisfied needs will cause a voltage that stimulates the urge from within the individual.

## II. LITERATURE REVIEW

### A. ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

Organizational Citizenship Behavior (OCB) is a behavior that is not part of the task that has been formally required for an employee but overall encouraging the effective functioning of the organization (Robbins, 2013). In terms of the effectiveness of the organization, individuals in a team need to have behaviors that support. Such behavior is not only appropriate behavior only role but is expected to bring extra-role behavior of the individual so that the fabric can be more solid teamwork and can work optimally for the organization (Bennet in Krishnan 2008). In addition to the above definition. Podsakoff, (1997) also provides those five dimensions of organizational citizenship behavior (OCB):

Altruism: behaviors that have an influence on helping colleagues in charge.

- ✓ Conscientiousness: behavior that becomes part of the employees who carry out tasks that exceed the minimum requirements.
- ✓ Sportsmanship: the feelings of the employees to refrain from complaints about things that are not preferable.
- ✓ Courtesy: the behavior of the individual parts to replace others in the organization about changes affecting their work.
- ✓ Civic virtue: behavior that becomes part of individuals who indicated that they participate in the company.

Organizational behavior (OB) or commonly called also the behavior of the organization is a science which studies human behavior in an organization and how that behavior has an impact on the behavior of the member's institution. These impacts are or organizational citizenship behavior (OCB).

In the end OCB become a variable in organizational behavior. Organ gives a definition that OCB is free behavior of individuals that are explicitly or indirectly recognized by the formal system, and in the aggregate function effectively and efficiently in an organization. Understanding OCB as proposed by the Organ is as follows:

Organizational Citizenship Behavior: individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization.

More Organ effect that the aggregate function is referring to the people in a group, department, or organization. If only one person, OCB does not have a significant impact on an organization, but according to the Organ, if an organization, in the aggregate, its members have a good OCB, its impact on the organization will be felt significantly. Organ said that

helping behavior and compliance are also included in the definition of OCB itself.

In addition there is another sense of the OCB. Griffin & Moorhead (2013) defined OCB as follows:

Citizenship Organization Refers to the behavior of individuals who make a positive overall contribution to the organization. Griffin & Moorhead (2013) said that OCB refers to the behavior of an individual who had a positive impact on the organization. Griffin & Moorhead (2013) an example by comparing the two employees who have the same quality in a job. But one of them are not willing to work until late and only want to work in accordance with the hours, while one of the others are willing to work late even though it was outside his working hours, he is also willing to help him whenever needed.

The behavior of individuals who freely and spontaneously generated from a person's character or the character of the work or the organization, is also derived from the relationship with the boss. This behavior is done to the organization or co-workers, which results in improved organizational effectiveness through the direct influence of the job or through the indirect influence of socially-based improvement of interpersonal relationships. Citizenship behavior is not described informal employment, also has no contract awards.

Based on the theories and synthesis that has been discussed in previous OCB is that the person's behavior where a person knowingly want to do work beyond their responsibilities or obligations in accordance with the contract, it can be arranged an indicator to determine the level of assessment for the OCB. Indicators that can be set are as follows:

- ✓ The Nature of Helping
- ✓ Attitude Sportif
- ✓ Fidelity or Loyalty
- ✓ Compliance with the Organization

### B. COMPENSATION

Compensation according to Hasibuan (2007) is: "All income in the form of money, goods directly or indirectly received by employees as a reward for services rendered to the company". While understanding the compensation according to Simamora (2008) is: "What is accepted by the employees in exchange for their contributions to the organization. Arita (2014) states compensation is all the income in the form of money or goods directly or indirectly received by employees in exchange for services provided to the agency.

Notoatmodjo (2009) states that compensation is everything received by employees as remuneration for their work or devotion. Factors that affect the compensation is productivity, ability to pay, willingness to pay, the supply and demand for labor, employee organizations and the rules and regulations in Indriyatni. According to Dessler (2008) compensation has three components as follows:

- ✓ Direct payments in the form of salary, and intensive or commission.
- ✓ Indirect payment in the form of benefits and insurance.
- ✓ Non-financial rewards such as flexible working hours and a prestigious office.

### C. MOTIVATION

Motivation interpreted also as a force that drives the power source and controls human behavior. Motivation as an effort to encourage a person to take the desired action, while the motif as a propulsive force someone to do. The term motivation comes from the Latin is *movere* which means moving or moving. Because a person's behavior tends to be goal-oriented and driven by the desire to achieve a particular goal.

Motivation is the willingness of individuals to issue a high effort to achieve organizational goals (Robbins, 2013). In a work context, motivation is one important factor in encouraging an employee to work. There are three key elements in the motivation that effort, the organization's goals and needs.

Therefore, it takes the intensity and quality of those efforts and focused on organizational goals. The effort is a measure of intensity. When someone motivated then he will strive mightily to achieve the goals, but not necessarily a high effort will result in high employee performance. Necessity is the internal conditions conducive to the stimulation, wherein unsatisfied needs will cause a voltage that stimulates the urge from within the individual.

Basically, motivated employees are in a state of tension and seek to reduce tensions by issuing effort. This raises the impetus search behavior to find a purpose, certain. If it turns out occurs fulfillment, there will be a reduction in the voltage. With the proper motivation of the employees will be encouraged to do as much as possible in carrying out their duties because they believed that the organization's interest in achieving goals and targets, the personal interests of the members of the organization will be covered as well. With high motivation will create a commitment to what they are responsible for completing each job (Smith et al, 1993).

### D. ORGANIZATIONAL PERFORMANCE

According to Richard et al (2010) the performance of the organization is generated by organizations that include results (outcomes) that the financial performance such as profit, as measured by return on assets, return on investment and so on, the performance of the market such as the expansion of market share, and sales. Besides the return of shareholders a return of shareholders and increase the economy of shareholders.

In some areas of the organization's performance can also be measured by other things such as strategic planning, operations, finance, legal and organizational development. In developing the institution or organization is a necessity to survive in the competitive world climate.

The purpose of productivity associated with the development of that organization (Shrestha, 1997). Small organizations that have a desire to continue to grow and become large. The growing organization in order to the development itself.

Measuring the performance of the organization according to the concept of PBM SIG (the performance-based management special interest group is to perform monitoring and reporting programs, and pay attention to objectives

achieved. Performance is measured based on the activities of the program to run, products, and services produced. the effectiveness of the achievement of organizational performance should be able to answer the question:

- ✓ How the project is implemented well
- ✓ The achievement of organizational goals
- ✓ The satisfaction of consumers who served
- ✓ The process must be controlled
- ✓ development organization

Besides according to Kaplan and Norton (1992) the organization's performance should be measured in terms of concept not only financial but also from non-financial. Performance can be measured by productivity, quality, consistency and so on. On the other hand measure organizational performance outcomes, behavioral and normative level, education and concepts generated including management development (Richard, 2010).

## III. RESEARCH METHODS

### OBJECT OF RESEARCH

The study was conducted in DJP South Jakarta.

### POPULATION AND SAMPLE RESEARCH

The population is a generalization region consisting of the objects/subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions (Sugiyono, 2013). Samples were towing the majority of the population to represent the entire population, (Surakhmad, 2010). The sample used by the author in this study was firm. The total number of employees of some 126 people in the area of the organization. Sampling using saturated sample.

### DATA COLLECTION TECHNIQUE

To obtain concrete and objective data that must be made a study of the problems examined, while the steps that researchers take in data collection is the primary data. Primary data is data obtained directly from the research object In this case primary data obtained from field research is the method of data collection do research premises directly on the object of study in question.

## IV. RESULTS AND DISCUSSION

### A. INFLUENCE ORGANIZATION CITIZENSHIP BEHAVIOR AND COMPENSATION ON ORGANIZATIONAL PERFORMANCE

Based on the results of the analysis show that the calculated F value of 108.454 and significance of 0.00. This value is less than 0.05. This means that the variable compensation citizenship behavior affects the organization and performance of the organization simultaneously, and note that the value of r squared 63.8% meaning that the variable compensation citizenship behavior affects the organization

and the organization's performance while the remaining 63.8% influenced by other variables that are not was added to the model equations.

**B. INFLUENCE ORGANIZATION CITIZENSHIP BEHAVIOR ON ORGANIZATIONAL PERFORMANCE**

The analysis results in organizational citizenship behavior on organizational performance can be partially seen that the organizational citizenship behavior coefficient of 0.570. T value of 7.718. The significant value of 0.00. The significance value smaller than 0.05. This means that the organizational citizenship behavior variables affect the performance of the organization as partial, as well known r squared value of 0.325. This means that the organizational citizenship behavior variables influence the performance of 32.5% and the rest influenced by other variables not included in the model equations.

**C. EFFECT OF COMPENSATION ON ORGANIZATIONAL PERFORMANCE**

The analysis results on the performance of partial compensation are known that the compensation coefficient of 0.633. T value of 9.117. The significant value of 0.00. The significance value smaller than 0.05. This means that the compensation variables affect the performance of an organization partially. Based on the results of analysis showed r squared value of 0.401. This means that the effect of variable compensation to organizational performance amounted to 40.1% and the rest influenced by other variables not included in the model equations.

**D. EFFECT OF MOTIVATION ON ORGANIZATIONAL PERFORMANCE**

The analysis results on the performance of work motivation are partially known that motivation coefficient of 0.872. T value of 19.804. The significant value of 0.00. The significance value smaller than 0.05. This means that the motivation variable influence on organizational performance partially. As well known r squared value of 0.760. This means that the motivation variable influence on organizational performance by 76.0% and the rest influenced by other variables not included in the model equations.

**E. INFLUENCE OF ORGANIZATION CITIZENSHIP BEHAVIOR ON ORGANIZATIONAL PERFORMANCE THROUGH MOTIVATION**

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis online with the structure of this sub-image.

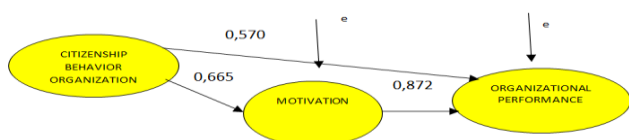


Figure 1: Analysis of the influence lines X1 to Y via X3

It is known that the influence of organizational citizenship behavior on organizational performance is 0.570. Organization citizenship behavior influence on performance through motivation is  $0.665 \times 0.872 = 0.579$ . In this case the indirect effect is greater than the direct effect so that it can be said that the work motivation as an intervening variable.

**F. EFFECT OF COMPENSATION ON ORGANIZATIONAL PERFORMANCE THROUGH MOTIVATION**

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis online with the structure of this sub-image.

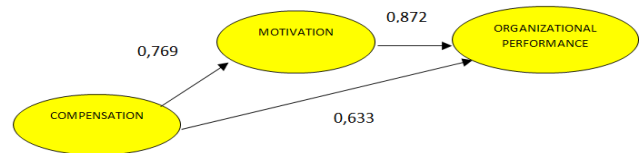


Figure 2: Analysis of the influence lines X2 to Y via X3

Based on the picture above it can be seen that the direct effect of compensation to organizational performance is 0.633. While the effect of compensation to organizational performance through motivation is  $0.769 \times 0.872 = 0.671$ . In this case smaller than the direct influence indirect influence so that it can be said that the work motivation as an intervening variable.

**V. CONCLUSIONS AND SUGGESTIONS**

**CONCLUSION**

Variable citizenship behavior and compensation affect the organization's performance simultaneously. F value calculated at 108.454 and significance of 0.00. This value is less than 0.05. R squared value of 63.8% means that variable citizenship behavior and compensation affects the organization's performance while the remaining 63.8% influenced by other variables that are not incorporated into the model.

Organization citizenship behavior variables affect the performance of an organization partially. T value of 7.718. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.325. This means that the organizational citizenship behavior variables influence the performance of 32.5% and the rest influenced by other variables not included in the model equations.

Compensation effect on organizational performance partially. T value of 9.117. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.401. This means that the effect of variable compensation to organizational performance amounted to 40.1% and the rest influenced by other variables not included in the model equations.

Motivation variable influence on organizational performance partially. T value of 19.804. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.760. This means that the motivation variable influence on organizational performance by 76.0% and the rest

influenced by other variables not included in the model equations.

Influence organization citizenship behavior on organizational performance is .570. Organization citizenship behavior influence on performance through motivation is  $0.665 \times 0.872 = 0.579$ . In this case the indirect effect is greater than the direct effect so that it can be said that the work motivation as an intervening variable.

The direct effect of compensation to organizational performance is 0.633. While the effect of compensation to organizational performance through motivation is  $0.769 \times 0.872 = 0.671$ . In this case smaller than the direct influence indirect influence so that it can be said that the work motivation as an intervening variable.

#### SUGGESTION

Organizational citizenship behavior (OCB) is a behavior that is not part of the task that has been formally required for an employee but overall encouraging the effective functioning of the organization. The behavior can be improved by taking into account the attitude of altruism (happy to help) co-workers, conscientiousness attitude (being part of the work), Sportsmanship attitude (attitude did not complain), the attitude of courtesy (could replace the role) and civic (can participate).

Compensation under Hasibuan (2007) is: "all income in the form of money, goods directly or indirectly received by employees like a reward for services rendered to the company. It also needs to be considered by the organization staff salaries and other payments that are non-financial.

Motivation is also noteworthy. Motivation is the willingness of individuals to issue a high effort to achieve organizational goals. Employee needs ranging from physiological needs, the needs of non-physiological also noteworthy.

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