The Influence of Compensation and Job Satisfaction on Organizational Citizenship Behavior with Work Motivation as an Intervening Variable

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ABSTRACT

The purpose of this study is to examine and analyze the influence of: (1) Compensation and (2) Job Satisfaction on (3) Organizational Citizenship Behavior (OCB) with (4) Work Motivation as an interventing variable. The population of this study consists of employees of PT. Binakarindo Yacoagung, totaling 96. The sampling method used is survey with a sample size of 96. This study employs a quantitative research approach with data collection method utilizing survey method, using a questionnaire as the research instrument with likert scale as a questionnaire research tool. The data analysis method involves multiple linear regression processed with PLS. The results of this study indicate that compensation has a positive and significant effect on organizational citizenship behavior (OCB), job satisfaction has a positive but not significant effect on organizational citizenship behavior (OCB), compensation has a positive and significant effect on work motivation, job satisfaction has a positive and significant effect on work motivation, work motivation has a positive but not significant effect on organizational citizenship behavior (OCB), work motivation is not able to mediate the effect of compensation on organizational citizenship behavior (OCB), and work motivation is not able to mediate the effect of job satisfaction on organizational citizenship behavior (OCB).

Keywords: *Compensation; Job Satisfaction; Organizational Citizenship Behavior (OCB); Work Motivation.*

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INTRODUCTION

Human resources are the most decisive factor in determining whether a company succeeds or fails. Human resources play an important role in running a company. The role of human resources is vital in determining the success of the company's operations (Yuliantini and Suryatiningsih, 2021). Therefore, human resources are the most important element in fulfilling various company needs. Human resources who work optimally have a significant influence in determining a company's profitability. A company can continue to grow and remain competitive in the business competition if it is supported by workers who are experts in their fields (Soelton, 2023). This research is also in line with the Sustainable Development Goals (SDGs), specifically Goal 8: Decent Work and Economic Growth, which emphasizes the importance of creating a productive work environment that supports inclusive economic growth. This is achieved through an understanding of compensation, job satisfaction, work motivation, and organizational citizenship behavior (OCB).

This research was conducted at PT. Binakarindo Yacoagung, which operates in the field of drilling services, workover of oil, gas, and geothermal wells, and rental of drilling equipment. PT. Binakarindo Yacoagung was established in 1989 in Jakarta.

Table 1 Employee Attendance Data of PT. Binakarindo Yacoagung Period January – December

Month	Number of Employees	Sick	Description Permission	Absent
January	96	13	27	6
February	96	12	31	4
March	96	4	14	2
April	96	5	22	7
May	96	8	19	3
June	96	1	20	8
July	96	6	57	4
August	96	3	7	5
September	96	2	5	6
October	96	3	15	3
November	96	7	4	5
December	96	27	6	7

Source: Human Reseource Development PT Binakarindo Yacoagung

Based on Table 1. the Employee Attendance of PT. Binakarindo Yacoagung for the period from January 1, 2023, to December 31, 2023, is relatively unstable. The highest permission rate occurred in July, while the highest absence rate occurred in June. This indicates a low level of job satisfaction. The phenomenon occurring at PT. Binakarindo Yacoagung shows that employees have not yet taken the initiative to work beyond their job descriptions, and most of the issues include an imbalance between compensation and the skills and workload of employees, lack of discipline, and low motivation to improve the quality of the company.

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LITERATURE REVIEW

Human Reseource Management

Human resource management is a process of handling various issues within the scope of employees, workers, laborers, managers, and all personnel who support all activities of an organization, institution, or company to achieve predetermined goals. The part that manages human resources in an organization is usually called the HR department or HRD (Human Resource Development).

Organizational Citizenship Behavior (OCB)

According to Permatasari et al. (2017), OCB is an individual behavior that is discretionary, which is not directly rewarded by the formal reward system, and which, in the aggregate, increases the efficiency and effectiveness of organizational functions.

Compensation

Sigit in Tampi (2013) states that compensation is all forms of rewards given by the company to employees as recognition for their contributions. Lewa and Subowo in Riyadi (2011) state that compensation provided should be fair, appropriate, acceptable, satisfactory, motivating, rewarding, and suitable. Pratama (2020) defines compensation as all income in the form of money or goods, directly or indirectly, received by employees as remuneration for the services they have provided to the company.
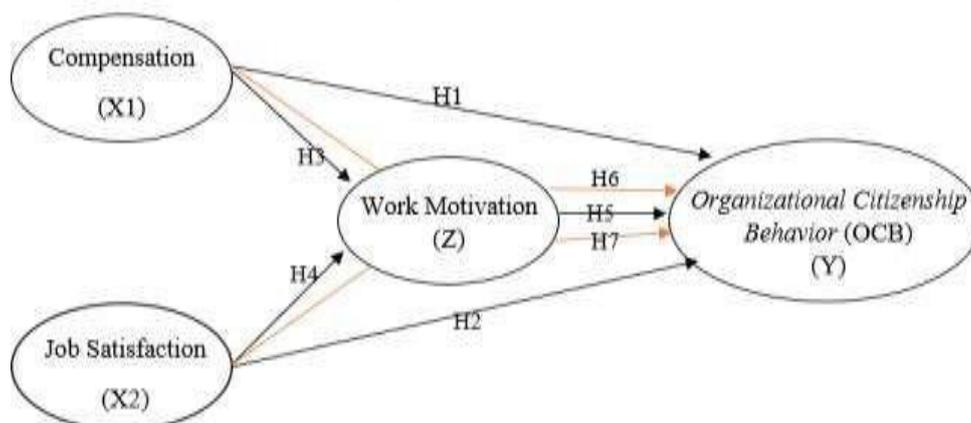
Job Satisfaction

According to Tampubolon and Sagala (2020), job satisfaction is an employee's attitude or feeling toward their job, resulting from internal and external factors, which can manifest as positive or negative attitudes. Employees with high levels of job satisfaction tend to be more dedicated to the company and have a greater willingness to work harder.

Work Motivation

Motivation comes from the word "motive," which refers to an internal drive that encourages individuals to take certain actions to achieve goals. "Motivation is the degree to which a person wants to meet and select his or her conduct to be mounted," meaning motivation is the extent to which a person wants to fulfill and choose their behavior to be carried out (Phan et al., 2020).

Figure 1 Framework

Source : Outpus PLS, 2025

Description :

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1. Independent variables, whose value is not directly related to other values, variables are given the symbol (X), among others:

   X1: Compensation

   X2: Job Satisfaction

2. The intervening variable, or mediating variable, which influences the relationship between the dependent and independent variables, is given the symbol (Z).

   Z = Work Motivation

3. The dependent variable, the variable whose value depends on other variables is given the symbol (Y)

   Y: Organizational Citizenship Behavior (OCB)

METHOD

Time and Place of Research
In conducting the research, the author identified the problems (phenomena) occurring at the research location, namely PT. Binakarindo Yacoagung, located at Jl. Pangeran Jayakarta No. 42, Central Jakarta 10730, involving all permanent employees. This research process was carried out from May 2024 to July 2025.

Research Design
In this study, the research design used is a causal research design. Causal research is research aimed at identifying cause-and-effect relationships due to the existence of independent variables (free variables) and dependent variables (bound variables) (according to Sugiyono, 2016).

Measurement Scale
According to Sugiyono (2019:146), the Likert scale is used to measure the attitudes, opinions, and perceptions of an individual or a group of people regarding social phenomena. The questionnaire distributed in this study used a Likert scale.

Population and sample
According to Sugiyono (2022: 80), population is a general area that includes objects or subjects that have certain qualities and characteristics determined by researchers to study and to draw conclusions after the research is carried out. Population is not limited to human individuals, but can also include objects and other natural objects.

Data Analysis Method
The data analysis method used in this study is the Component or Variance-Based Structural Equation Model, where data processing is conducted using the Partial Least Square (Smart- PLS) version 3.2.9 program. PLS (Partial Least Square) is an alternative model to covariance- based SEM. PLS is a method for solving structural equation modeling (SEM) which, in this case (according to the research objectives), is more suitable compared to other SEM techniques.

RESULTS AND DISCUSSION

Data Quality Test Results

1. *Outer Model*

a. *Convergent Validity*

Convergent Validity testing of the measurement model with reflexive indicators is assessed based on the correlation between the item score or component score and the construct score calculated by PLS. Individual indicators are considered valid if they have a correlation value above 0.50. By looking at the output results of the correlation between indicators and their constructs as shown in the table and structural figure below:

Figure 2 Output PLS
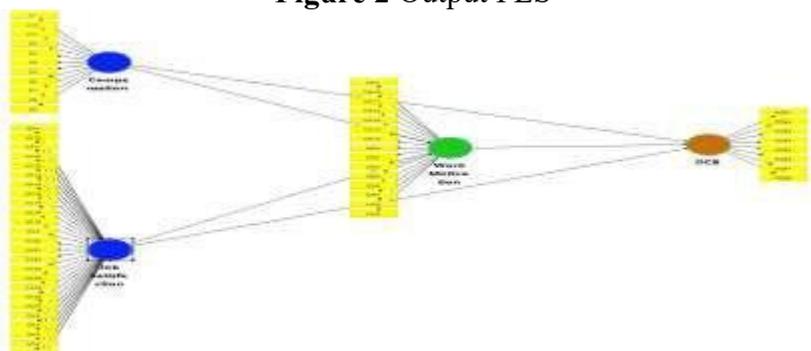
Source: Output PLS,2025

Based on Figure 2 above, the output shows that several variables did not pass because they had loading factor values below 0.70. Therefore, these indicators can be removed from the model, and a retest can be conducted by eliminating the variables that did not pass, resulting in the following outcomes:
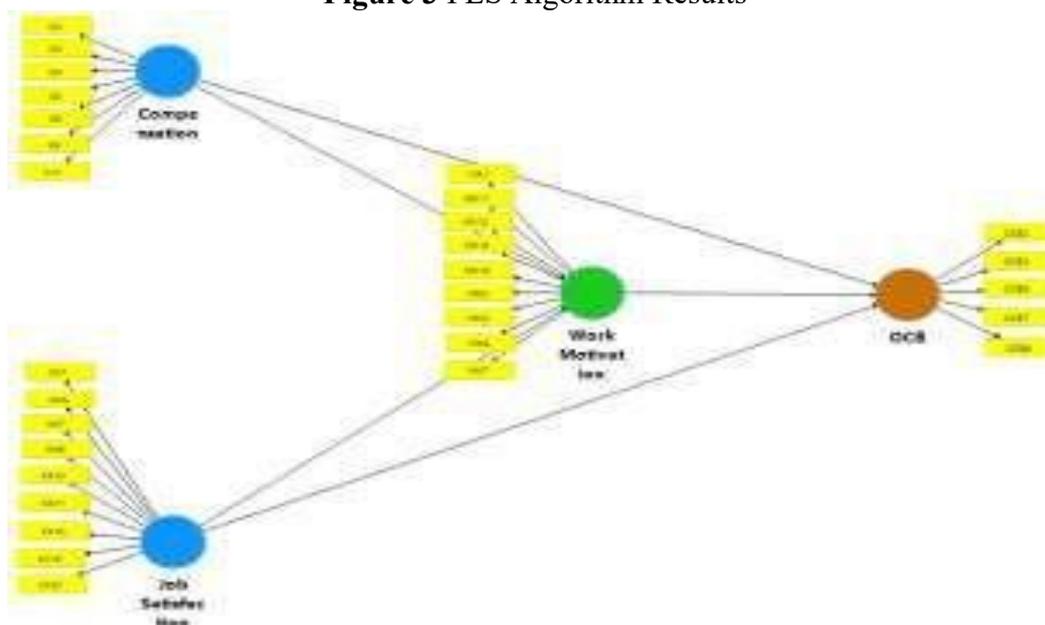
Table 2 Convergent Validity Test Results (modified)

Variable	Indicator	Outer Loading	Description
Compensation (X1)	K.1	0.732	Valid
	K.2	0.746	Valid
	K.3	0.745	Valid
	K.4	0.743	Valid
	K.5	0.741	Valid
	K.6	0.750	Valid
	K..9	0.780	Valid
	K.11	0.768	Valid
	KK.1	0.759	Valid
	KK.4	0.740	Valid
	KK.5	0.737	Valid
	KK.7	0.763	Valid
	KK.9	0.716	Valid
	KK.10	0.736	Valid
	KK.11	0.775	Valid
Job Satisfaction	KK.15	0.779	Valid
(X2)	KK.16	0.746	Valid

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Variable	Indicator	Outer Loading	Description
	KK.19	0.740	Valid
	KK.21	0.775	Valid
	KK.25	0.764	Valid
	KK.26	0.745	Valid
	MK.1	0.737	Valid
	MK.2	0.771	Valid
	MK.4	0.761	Valid
	MK.6	0.741	Valid
Work Motivation (Z)	MK.7	0.733	Valid
	MK.8	0.726	Valid
	MK.10	0.778	Valid
	MK.11	0.762	Valid
	MK.12	0.740	Valid
	MK.13	0.734	Valid
	MK.14	0.761	Valid
	MK.15	0.745	Valid
	OCB.1	0.713	Valid
	OCB.2	0.768	Valid
Organizational Citizenship Behavior (OCB)	OCB.3	0.726	Valid
	OCB.6	0.774	Valid
	OCB.7	0.767	Valid
	OCB.8	0.790	Valid

Source : Output PLS, 2025

Figure 3 PLS Algorithm Results

Source: Output PLS

The results of the modified convergent validity test in Figure 3 and Table 2, it can be seen that all indicators have met convergent validity because they have a loading factor value above 0.70.

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b. *Discriminant Validity*

Discriminant validity testing, namely reflective indicators, can be seen in the cross loading between indicators and their constructs. An indicator can be declared valid if it has the highest loading factor for the intended construct compared to the loading factor for other constructs.

Table 3 Discriminant Validity Test Results (Cross loadings)

	Compensation	Job Satisfaction	Work Motivation	Organizational Citizenship Behavior (OCB)
K1	**0,748**	0,670	0,646	0,515
K11	**0,779**	0,688	0,705	0,848
K2	**0,728**	0,717	0,695	0,508
K3	**0,768**	0,599	0,667	0,489
K4	**0,763**	0,631	0,672	0,541
K5	**0,762**	0,617	0,612	0,570
K6	**0,753**	0,642	0,656	0,625
K9	**0,775**	0,694	0,763	0,643
KK1	0,699	**0,753**	0,720	0,598
KK10	0,672	**0,766**	0,688	0,637
KK11	0,596	**0,786**	0,700	0,512
KK15	0,620	**0,804**	0,685	0,453
KK16	0,730	**0,752**	0,726	0,516
KK19	0,727	**0,748**	0,729	0,826
KK21	0,661	**0,775**	0,762	0,676
KK25	0,576	**0,790**	0,720	0,515
KK26	0,743	**0,741**	0,719	0,543
KK4	0,670	**0,768**	0,717	0,767
KK5	0,762	**0,752**	0,757	0,644
KK7	0,573	**0,777**	0,681	0,510
KK9	0,561	**0,756**	0,662	0,506
MK1	0,606	0,716	**0,760**	0,605
MK10	0,780	0,694	**0,767**	0,650
MK11	0,637	0,672	**0,773**	0,582
MK12	0,607	0,614	**0,752**	0,618
MK13	0,618	0,612	**0,739**	0,648
MK14	0,667	0,851	**0,777**	0,619
MK15	0,708	0,750	**0,744**	0,522
MK2	0,747	0,733	**0,752**	0,533
MK4	0,759	0,725	**0,761**	0,632
MK6	0,612	0,609	**0,722**	0,577
MK7	0,683	0,635	**0,748**	0,740
MK8	0,657	0,813	**0,764**	0,553
OCB2	0,655	0,640	0,726	**0,794**
OCB3	0,528	0,516	0,532	**0,734**
OCB6	0,645	0,586	0,572	**0,809**

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	Compensation	Job Satisfaction	Work Motivation	Organizational Citizenship Behavior (OCB)
OCB7	0,665	0,770	0,749	**0,821**
OCB8	0,649	0,580	0,589	**0,822**

Source: Output PLS, 2025

Table 3 shows Convergent Validity using the AVE test shows that each variable has met the Average Variance Extracted (AVE) criteria, which is above 0.5. This value indicates that convergent validity has been achieved, meaning that each variable is able to explain every indicator within it

Table 4 AVE Testing Results

Variable	AVE	Description
Job Satisfaction	0,588	Valid
Compensation	0,577	Valid
Work Motivation	0,570	Valid
Organizational Citizenship Behavior (OCB)	0,635	Valid

Source: Output PLS, 2025

Based on Table 4, it shows that the Average Variance Extracted (AVE) test for each variable has a value of more than 0.5. Therefore, the value of all constructs has met the criteria for good discriminant validity.

c.   *Composite Reliability* **and** *Cronbach's Alpha*

Testing composite reliability and Cronbach's alpha aims to test the reliability of instruments in a research model. If all latent variables have a composite reliability value and Cronbach's alpha ≥ 0.7, it means that the construct has good reliability or the questionnaire used as a tool in this study is reliable or consistent.

Table 5 Composite Reliability & Cronbach's Alpha Test Results

	Cronbach's Alpha	Composite Reliability	Description
Job Satisfaction	0,942	0,949	Reliable
Compensation	0,895	0,916	Reliable
Work Motivation	0,931	0,941	Reliable
Organizational Citizenship Behavior (OCB)	0,856	0,897	Reliable

Source : Output PLS, 2025

Based on Table 5, the results of testing composite reliability and Cronbach's alpha show a satisfactory value, because all latent variables have a composite reliability value and Cronbach's alpha

≥ 0.70. This means that all latent variables are said to be reliable.

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2. Inner Model

The Inner Model shows the strength of estimation or the relationship between constructs (latent variables). Data analysis uses the SEM technique to predict the relationship between latent variables, namely exogenous and endogenous variables, based on the developed theory. To evaluate the Inner Model in this study, the steps include evaluating the R^2 value, assessing the Predictive Relevance (Q^2) value, and validating the overall structural model with the Goodness of Fit Index.

a. R-Square

Table 6 Endogenous Variable R^2 Value

Variable	R Square	R Square Adjusted
Work Motivation (Z)	0,899	0,897
Organizational Citizenship Behavior (OCB)	0,679	0,668

Source: Output PLS, 2025

Table 6 shows the R-Square value of the Work Motivation (Z) construct at 0.899. This result indicates that the endogenous variable Work Motivation (Z) can be explained by the exogenous variables Compensation (X1) and Job Satisfaction (X2) by 89.9%, while the remaining 10.1% is explained by other exogenous variables such as Workload and Work Discipline. Meanwhile, the Organizational Citizenship Behavior (OCB) (Y) construct can be explained by the variables Compensation (X1) and Job Satisfaction (X2) by 67.9%, while the remaining 32.1% is explained by other exogenous variables. In conclusion, based on the R-Square values, the variables in the model indicate a strong model.

b. Q-*Square*

A Q-square value greater than 0 (zero) indicates that the model has predictive relevance. The Rsquare value of each endogenous variable in this study can be seen in the following calculation: The predictive relevance value is obtained by the formula:

Table 7 Results of the Predictive Relevance (Q^2)

Variable	Q^2 (=1 SSE/SSO)
Work Motivation	0,499
Organizational Citizenship Behavior (OCB)	0,407

Source: Output PLS, 2025

The results show that the Predictive Relevance value for the endogenous latent variable Organizational Citizenship Behavior (OCB) is 0.407, and for Work Motivation is 0.499, which means that both values are greater than 0. This indicates that the model already has predictive relevance.

c. Hypothesis Testing Results

The stage aims to determine whether the hypothesis is accepted or rejected. To test the

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hypothesis, the path coefficient and T-statistic values are examined through bootstrapping. The significance of the hypothesis is determined by observing the parameter coefficient value and the T-statistic significance value in the algorithm bootstrapping report, with the T-statistic significance value required to be above 1.96 (Ghozali, 2014). To determine whether the test results are significant, the T-table value at alpha 0.05 (5%) = 1.96 is compared with the calculated T-value (T-statistic). The results of the hypothesis testing in this study are presented using the path coefficients and bootstrapping of this research.

Table 8 *Hypothesis Testing Results*

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Description
Compensation _> OCB	0,333	2,042	0,042	Positive and Significant
Job Satisfaction _> OCB	0,182	1,094	0,274	Positive but not Significant
Compensation _> Work Motivation	0,344	4,476	0,000	Positive and Significant
Job Satisfaction _> Work Motivation	0,634	8,706	0,000	Positive and Significant
Work Motivation > OCB	0,337	1,531	0,126	Positive but not Significant
Mediation				
Compensation _> Work Motivation _> OCB	0,116	1,425	0,155	No Mediation
Job Satisfaction _> Work Motivation _> OCB	0,214	1,501	0,134	No Mediation

Source : Outpus PLS, 2025

Figure 4 Boostrapping Test Results
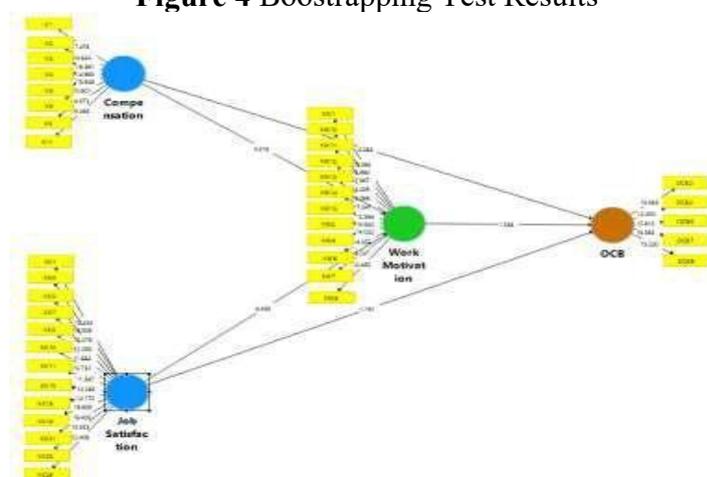
Source: Output PLS, 2025

d. **Discussion**

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1. The Effect of Compensation on Organizational Citizenship Behavior

Effect of Compensation on Organizational Citizenship Behavior (OCB)

In this study's hypothesis testing, the results showed a T-statistic value of 2.042, an original sample of 0.333, and a P-value of 0.042. The T-statistic value is greater than 1.96, the original sample indicates a positive result, and the P-value is less than 0.05. This indicates that compensation has a positive and significant effect on OCB. Compensation has a positive and significant effect on Organizational Citizenship Behavior (OCB), meaning that the better the compensation provided by the company, the higher the voluntary behavior displayed by employees beyond their main tasks. This relationship indicates that fair and appropriate incentives can increase employees' extra contributions.

The findings of this study are consistent with research conducted by Sulastri (2018), which showed that compensation directly has a positive and significant effect on Organizational Citizenship Behavior (OCB). Similarly, the study by Manenzhe and Ngirande (2021) demonstrated that compensation positively and significantly affects Organizational Citizenship Behavior (OCB).

2. The Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB)

In this study's hypothesis testing, the results showed a T-statistic value of 1.094, an original sample of 0.182, and a P-value of 0.274. The T-statistic value is not greater than 1.96, the original sample indicates a positive result, and the P-value is greater than 0.05. This indicates that job satisfaction has a positive effect on Organizational Citizenship Behavior (OCB), but the effect is not statistically significant. This suggests that even though employees are satisfied with their jobs, they may not automatically exhibit OCB, as other factors such as workload and work discipline may still influence such behavior.

3. The Effect of Compensation on Work Motivation

In this study's hypothesis testing, the results showed a T-statistic value of 4.476, an original sample of 0.344, and a P-value of 0.000. The T-statistic value is greater than 1.96, the original sample indicates a positive result, and the P-value is less than 0.05. This indicates that compensation has a positive and significant effect on work motivation. Employees who receive compensation as a form of recognition are more likely to be driven to perform better. This means that when compensation is implemented effectively, employees' work motivation will also increase. Compensation in the form of salary, bonuses, or other incentives serves as a strong driver to boost work motivation.

4. The Effect of Job Satisfaction on Work Motivation

In this study's hypothesis testing, the results showed a T-statistic value of 8.706, an original sample of 0.634, and a P-value of 0.000. The T-statistic value is greater than 1.96, the original sample indicates a positive result, and the P-value is less than 0.05. This indicates that job satisfaction has a positive and significant effect on work motivation.

Job satisfaction positively and significantly influences work motivation. Employees who are satisfied with aspects such as the work environment, relationships, and role clarity tend to have high motivation in their work. Therefore, job satisfaction contributes to the formation of stable, goal-oriented work motivation.

5. The Effect of Work Motivation on Organizational Citizenship Behavior (OCB)

Based on the hypothesis testing in this study, the results showed a T-statistic value of 1.531, an

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original sample of 0.337, and a P-value of 0.126. The T-statistic value is not greater than 1.96, the original sample indicates a positive result, and the P-value is greater than 0.05. This indicates that work motivation has a positive effect on Organizational Citizenship Behavior (OCB) but is not statistically significant.

The findings of this study show that employee work motivation does not necessarily directly encourage the emergence of OCB, such as loyalty, willingness to help colleagues, or readiness to take on responsibilities outside their formal job descriptions.

6. **The Effect of Compensation on Organizational Citizenship Behavior (OCB) with Work Motvatioon as an Intervening Variable**

As shown in the bootstrapping results, the p-value obtained was 0.155, which is greater than 0.05. This indicates that work motivation is unable to mediate the relationship between compensation and Organizational Citizenship Behavior (OCB). These results are in line with the findings of Khafabil Khooir (2022), which showed that work motivation could not mediate the relationship between compensation and OCB.

The results of this study indicate that work motivation is not a significant mediating variable in the relationship between compensation and OCB. According to Zhao et al. (2010), this finding falls into the category of direct-only non-mediation, which occurs when the direct path is significant but the mediation path is not significant. This suggests that compensation tends to have a direct effect on OCB without the need for motivation as an intermediary.

7. **The Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB) with Work Motivation as an Intervening Variable**

Referring to the bootstrapping results, the p-value was 0.134, which is greater than 0.05. This means that work motivation is unable to mediate the relationship between job satisfaction and Organizational Citizenship Behavior (OCB). The study by Nur Tifa et al. (2023) stated that work motivation and job satisfaction are not effective in mediating this relationship, as is also evident in this research where work motivation is not a significant mediator between job satisfaction and OCB.

The findings of this study indicate that work motivation is also unable to mediate the effect of job satisfaction on OCB. This suggests that the level of job satisfaction felt by employees is not strong enough to enhance work motivation, which in turn could lead to the emergence of OCB.

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