

EFFECT OF MOTIVATION, ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION TOWARDS OCB

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Abstract: Every organization is required to move forward, develop and also survive in every condition to achieve the organization goals. Manpower is a human resource, which is an important factor in carrying out company's vision, mission and also achieving organization goals that cannot be separated from an organization, both institutions and companies. Based on meeting with the owner of PT. X, performance appraisal of PT. X in 2019-2021 decreased and there is a research gap that examines motivation, organizational commitment and job satisfaction towards OCB. This research aims to examine and analyze the effect of motivation, organizational commitment and job satisfaction towards OCB. The samples used in this research are 81 respondents of PT. X. Sampling method used in this study is saturated sample and the method for data analysis in this study used multiple linear regression analysis. Research data is primary data collected by distributing questionnaires and using Likert scale. The results of this research showed job satisfaction has a positive effect on OCB.

Keywords: Motivation, organizational commitment, job satisfaction, OCB

INTRODUCTION

Every organization needs to move forward, develop, and survive under all circumstances in order to achieve its goals. Manpower is a key element in achieving a company's vision and mission, and achieving organizational goals that are inseparable from both the organization and the company. In order to fulfill the company's vision and mission, employees must not only work according to the job description given, but are also expected to contribute more to the company. Contribution to the company does not benefit employees, but employees are happy to do so. This condition is because employees are not always driven by what benefits them in everything, and they are happy when they can help or do more than their role. This condition can be referred as organizational citizenship behavior (OCB).

Table 1 Employee Performance Appraisal Data

Year	Work Attitude	Work Discipline	Cooperation
2019	94.81%	93.64%	93.15%
2020	91.42%	90.93%	90.25%
2021	80.74%	80.37%	79.75%

Source : Data of PT.. X

According to the employee performance appraisal data, the annual performance appraisal has decreased in succession in the last 3 years. The Work Attitude of PT. X employees has decreased from 2019 which was initially 94,81%, decreasing to 91,42% in 2020. This also occurred again in 2021, where it decreased again to 80,74%. For Work Discipline, PT. X got 93,64% in 2019, then in 2020 it decreased to 90,93% and in 2021 it

decreased again to 80,37%. PT. X also recorded a decline in Cooperation from 2019 to 2021 from 93,15% in 2019, to 90,25% in 2020, until in 2021 it decreased to 79,75%. Based on employee performance appraisal data, it can be seen that there has been a successive decline in work attitudes, work discipline and cooperation, so there is a gap in one of the indicators in the motivation variable, namely the need for achievement.

There is a gap on previous research, namely organizational commitment. Research conducted by Pinto Soares et al. (2020), states that organizational commitment has a positive effect on OCB. Other research conducted by Ferryal Abadi (2021)), states that organizational commitment also affect OCB. However, research conducted by Noor et al. (2018) states otherwise. Their research states that, organizational commitment has no effect on Organizational Citizenship Behavior (OCB). In research conducted by Noor et al. (2018), the organizational commitment does not affect the OCB due to several factors: lack of employee awareness of obeying rules within the organization, and lack of employee loyalty and initiative to the organization.

Organizational Citizenship Behavior (OCB)

According to Novianti (2021), the definition of Organizational Citizenship Behavior is OCB defined as voluntary behavior that requires additional action by employees to improve the organization. Muttaqien (2021) also states that the definition of Organizational citizenship behavior: Organizational citizenship behavior is an additional and voluntary behavior of an individual outside of work and is very effective in supporting the goals of the organization. According to Sinaga et al. (2019), OCB is the behavior of individual members of an organization who want to perform tasks that are voluntarily performed without consideration, beyond their formal duties, and actively contribute to the performance of the organization

Motivation

Motivation is a strong desire from someone to succeed by working better than before to achieve a given goal (Sinaga, et al. 2019). According to Ekundayo and Babalola (2018), motivation can be defined as the complexity of the power that encourages people in the workplace to use their potential to reach their organizational goals. According to Mohamud, et al. (2017), employee motivation reflects the level of energy, commitment, and creativity that an organization's employees bring to work.

H₁ : There is an effect of Motivation on Organizational Citizenship Behavior (OCB)

Organizational Commitment

Ferryal Abadi (2021) states the definition of organizational commitment is a condition for employees to stand on the side of the organization. Their goal and aspiration is to maintain membership in the organization. According to Noor, et al. (2018) organizational commitment an individual's desire to stay in the organization with their own desires, without coercion from the organization. According to Sunarsi et al. (2020), definition of the commitment of an organization is the willingness to work hard for the benefit of the organization and the desire to maintain membership in the organization.

H₂: There is an effect of Organizational Commitment on Organizational Citizenship Behavior (OCB)

Job Satisfaction

According to Purwanto et al. (2021), job satisfaction is a person's emotional response to work conditions in the form of dissatisfaction or satisfaction itself. The meaning of job satisfaction is different from the worker's feelings about work for "the effective response to work that results from comparing actual results with

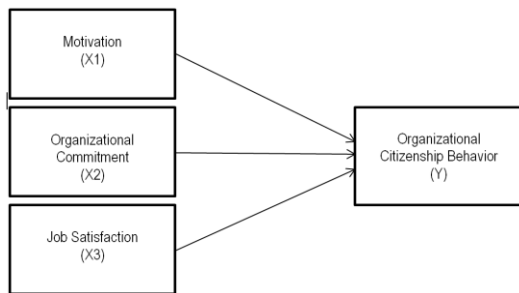
the desired results of incumbents (Alyoubi et al. 2018). According to Almusaddar, et al. (2018), job satisfaction defined as internal response and acceptance of work employees.

H₃ : There is an effect of Job Satisfaction on Organizational Citizenship Behavior (OCB)

ANALYSIS METHODS

The form of research carried out in this study uses quantitative research with explanatory approach. In this research there are independent variables, namely motivation, organizational commitment and job satisfaction while the dependent variable for the research is OCB.

In this research, researcher used saturated sampling method with a total of sample of 81 people. Data collecting method used in this research is questionnaire distributed to respondents. Measurement of variable is by using Likert scale. Measurement of Likert scale used in this research is: 1. Strongly agree, 2. Agree, 3. Neutral, 4. Disagree, 5. Strongly disagree.



Gambar 1 Research Model

ANALYSIS AND DISCUSSION

Table 2 Respondent Descriptive Statistics

Var	Classification	Amt	%
Gender	Laki-laki	70	86.4
	Wanita	11	13.6
Age	20 Tahun	21	25.9
	21-30 Tahun	51	63.0

Education	31-40 Tahun	9	11.1
	S1/Diploma	3	3.7
	SMA	38	46.9
	SMP	23	28.4
	SD	12	14.8
	TK	2	2.5
Working Period	Tdk sekolah	3	3.7
	≤1 Tahun	6	7.4
	2 Tahun	9	11.1
	3 Tahun	18	22.2
	>3 Tahun	48	59.3
Status	Menikah	40	49.4
	Belum Menikah	41	50.6

Source: Data Processing Result

Based on respondent descriptive statistics results it can be concluded that the majority of respondents are male respondents amounted to 70 people with percentage rate of 86.4% and the female respondents amounted to 11 people with percentage rate of 13.6%. Respondents with age in range of 21-30 years old is the majority of the respondents with percentage rate of 63% while respondents with age of 31-40 years old has the lowest number of 9 people with percentage rate of 11.1%. Last education of high school and equal has the largest number amounted to 38 people with percentage rate of 46.9% while kindergarten has the smallest number amounted to 2 people with percentage rate of 2.5%. The number of respondents with the most working period, which is more than 4 years is amounted of 48 people with percentage rate of 59.3% while people with least working period which is <1 year is amounted of 6 people with percentage rate of 7.4%. The majority of respondents are unmarried with number of 41 people with percentage rate of 50.6% and respondents that already married amounted to 40 people with percentage rate of 49.4%.

Based on the results of data quality test, independent variables and dependent variable have a positive r value and the value of r count of each variable larger than r table, so it could be concluded that all index in this research valid thus it can be used in research. All variables also

have value of Cronbach's Alpha > 0.60 thus every statement produced consistent and stable responds.

According to normality and classic assumption test, the result is that the data is normally distributed, it can be seen with the value of Asymp Sig (2-tailed) is 0.200 which is greater than alpha 0.05. The value of the independent variable has a Tolerance value > 0.1 and a variance Inflation Factor (VIF) value <10 means that there is no multicollinearity. The independent variable also does not have heteroscedasticity because it has a sig value > 0.05. The autocorrelation test was carried out using the Durbin Watson test and the Bruesch-Godfrey test. In the Durbin Watson test, the Durbin Watson score obtained is 1.632. Durbin Watson's value is between dL = 1.5632 and dU = 1.7164 so that the results are inconclusive. In the Bruesch-Godfrey test, it shows that the significance value of RES_2 is 0.111, which is greater than alpha 0.05. So it can be concluded that there is no autocorrelation in the regression model so that the data is good to use. This research is stated, it can be seen from the significance value less than 0.05 while the F count value is 9.351, so it can be concluded that the f count value is > F table 3.12 and it can be said that this is a fit model to test the hypothesis.

Based on the results of multiple regression analysis, the correlation coefficient value (R) is 0.517, which means that motivation, organizational commitment and job satisfaction have a moderate and positive relationship to OCB. The Adjusted R Square value is 0.238. This shows that 23.8% of the variance of the OCB variable can be explained by the variance of motivation, organizational commitment, and job satisfaction while the rest is explained by other factors not included in the research model.

The multiple regression equation is as follows:

$$Y = b_0 + B_1X_1 + B_2X_2 + B_3X_3 + e$$

$$Y = 13.987 + 0.105X_1 + 0.230X_2 + 0.206X_3 + e$$

The regression coefficient value of the X1 Motivation variable is 0,105. This means it has positive relationship towards OCB. The regression coefficient value of the X2 Organizational Commitment variable is 0,230. This means it has positive relationship towards OCB. The regression coefficient value of the variable X3 Job Satisfaction is 0,206. This means it has positive relationship towards OCB same as motivation and organizational commitment variable.

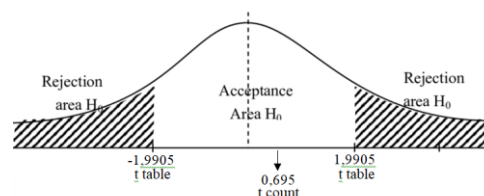
T Test

The results of hypothesis testing for each independent variable are as follows:

Table 3 Analysis of Motivation Variable (X1) on OCB (Y) Result

Var	Unstandardized Coefficients	t-count	t-table	Sig
X1	0.105	0.695	1.9905	0.489

Source: Data Processing Results



Gambar 2 Motivation (X1) Towards OCB (Y) t Test Curve

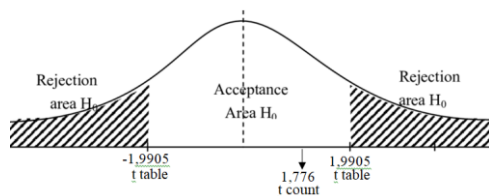
Based on the result of Hypothesis test using p-value approach, done by comparing the p-value to the alpha value, it can be seen that the sig value for the motivation variable = 0,489 and $\alpha = 0,05$, the p-value > alpha so that it can be concluded that Ho is accepted and Ha is rejected, meaning that there is no effect of motivation towards OCB in employees of PT. X. Hypothesis test using critical value done by comparing t count and t table. The t count value

is 0,695 for the motivation variable it is known that the t count value of motivation is 0,695 with a t table value of 1,9905, then $t \text{ count} < t \text{ table}$ so that it can be concluded that H_0 is accepted and H_a is rejected, meaning that there is no effect of motivation towards OCB in employees of PT. X

Table 4 Analysis of Organization Commitment Variable (X2) on OCB (Y) Result

Var	Unstandardized Coefficients	t-count	t-table	Sig
X2	0.230	1.776	1.9905	0.080

Source: Data Processing Results



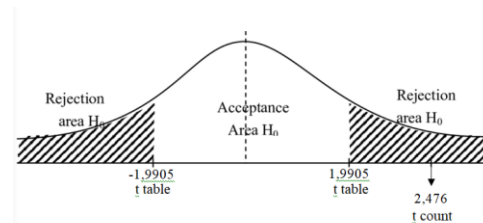
Gambar 3 Organizational Commitment (X2) Towards OCB (Y) t Test Curve

Based on the result of Hypothesis test using p-value approach, done by comparing the p-value to the alpha value, it can be seen that the sig value for the organizational commitment variable = 0.080 and $\alpha = 0.05$, the $p\text{-value} > \alpha$ so that it can be concluded that H_0 is accepted and H_a is rejected, meaning that there is no effect of organizational commitment towards OCB in employees of PT. X. Hypothesis test using critical value done by comparing t count and t table. The t count value is 1,776 for the organizational commitment variable, It is known that the t count value of organizational commitment is 1,776 with a t table value of 1,9905, so $t \text{ count} < t \text{ table}$ so that it can be concluded that H_0 is accepted and H_a is rejected, meaning that there is no effect of organizational commitment towards OCB in employees of PT. X.

Table 5 Analysis of Job Satisfaction Variable (X3) on OCB (Y) Result

Var	Unstandardized Coefficients	t-count	t-table	Sig
X3	0.206	2.476	1.9905	0.015

Source: Data Processing Results



Gambar 4 Job Satisfaction (X3) Towards OCB (Y) t Test Curve

Based on the result of Hypothesis test using p-value approach, done by comparing the p-value to the alpha value, it can be seen that the sig value for the job satisfaction variable = 0.015 and $\alpha = 0.05$, the $p\text{-value} < \alpha$ so that it can be concluded that H_0 is rejected and H_a is accepted meaning that there is an effect of job satisfaction towards OCB in employees of PT. X. Hypothesis test using critical value, done by comparing t count and t table. The t count value is 2,476 for the job satisfaction variable, It is known that the t count for job satisfaction is 2,476 with a t table value of 1,9905, so $t \text{ count} > t \text{ table}$ so that it can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of job satisfaction towards OCB in employees of PT. X.

CONCLUSIONS

Based on this study, effect of motivation, organizational commitment and job satisfaction towards OCB, conclusions are as follows:

1. Hypothesis Test I

H_{01} accepted. The conclusion that can be obtained from the research results is that Motivation has no effect on OCB in PT. X. This can be proven by the t count of 0.695 $<$ t table 1.99045 and the value of Sig. 0.489 $>$ 0.05. This

result is not in accordance with the research results done by Pinto Soares, et al. (2020) that shows there is an effect of organizational commitment towards OCB.

2. Hypothesis Test II

Ho2 accepted. The conclusion that can be obtained from the research results is that organizational commitment has no effect on OCB in PT. X. This can be proven by the value of t count $1.776 < t \text{ table } 1.99045$ and the value of Sig. $0.080 > 0.05$. This result is not in accordance with the research results done by Pinto Soares, et al. (2020) that shows there is an effect of organizational commitment towards OCB. But this result support previous research done by Noor et al. (2018) that there is no effect of organizational commitment towards OCB.

3. Hypothesis Test III

Ho3 rejected. The conclusion that can be obtained from the research results is that job satisfaction has a positive effect on OCB at PT. X. This can be proven by the value of t count $2.476 > t \text{ table } 1.99045$ and the value of Sig. $0.015 < 0.05$. This result is in accordance with the research results done by Pinto Soares, et al. (2020) that shows there is an effect of organizational commitment towards OCB.

This research still has some limitations, as follows:

1. The number of respondents is still relatively small
2. Independent variables of this research only consists of motivation, organizational commitment, and job satisfaction while there are other variables that might have probabilities to effect OCB variable.
3. Sometimes in the data collection process, the information provided by respondents does not show the actual truth due to

differences of opinion and thoughts as well as the honesty factor.

4. This research only conducted at this certain time, while there will be always changes in environment, thus it is important to conduct another research in the future.

Based on the results of the research and various of limitations found, the researcher provides several recommendations which is expected to be useful for the company itself and for further research, namely:

For Company:

1. Company can pay more attention to OCB factors from its employees, especially conscientiousness and improve them through training and education programs by providing understanding related to OCB problems that are often encountered at work and solutions in solving these problems.
2. Based on the results of the questionnaires that have been distributed, the lowest average score is on the job satisfaction variable, to be precise in satisfaction with supervisor indicator, in the statement "Dalam bekerja saya selalu mendapatkan pengawasan dari pimpinan" so that in an effort to improve job satisfaction, the company can review problems that causes dissatisfaction with supervisor.

For Further Research:

1. Further researchers expected to use more samples with different research object, thus will approach the picture of the results that are closer to the actual conditions
2. Further researchers are expected to pay more attention to the relationship between each variable to be tested and the object to be used in the research, thus that testing can be carried out better and get the expected results.

3. Further researchers can add other variables that related to OCB which may have larger effect on OCB, because variables used in this research still limited only three variables.

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