



The Effect Motivation and Job Satisfaction on Organizational Citizenship Behavior (OCB)

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Abstract

This research is intended to study the influence of; motivation on organizational citizenship; job satisfaction on organizational citizenship behavior; and motivation and job satisfaction (simultaneously) on organizational citizenship behavior of the employees. The method used in this research is associative research aiming to identify the causal relationship between the independent and dependent variable. Data collection techniques used in this research are field study using questionnaire and literature study. The population in this research consists of 58 employees, and the sample was determined using a saturated sample technique. The result of this research shows that motivation has a significant effect on organizational citizenship behavior with a significance value of $0.000 < 0.05$. Job satisfaction significantly affects organizational citizenship behavior with a significance value of $0.000 < 0.05$. Motivation and job satisfaction simultaneously have a significant effect on organizational citizenship behavior with a significance value of $0.000 < 0.05$. The extent of the influence of motivation and job satisfaction on organizational citizenship behavior is 45.8%. It indicates that the rest (44.2%) is influenced by other variables not examined in this research

Keywords: Motivation; Job Satisfaction, Organizational Citizenship Behavior

1. Introduction

In this globalization era, business competition is getting tighter. Companies must be able to keep up with the current development in order to compete with their competitors. In order to compete, companies must focus on paying attention to their human resources. Good human resources are valuable assets and capital owned by the company because human resources drive the companies to develop, survive, and improve in advancing the company to achieve their organizational goals. Human resources with a maximum contribution to the company will support the attainment of companies' goals.

Good human resources can be seen from their citizenship behavior to the organization. The organizational citizenship behavior is freedom of behavior to determine something that is not part of the formal requirements of the work but contributes to the psychological and social environment of the workplace (Robbins and Judge, 2017: 46). Employees with organizational citizenship behavior will significantly benefit the company in maintaining organizational stability and functions.

Organizational citizenship behavior is not so familiar in the business of Indonesia's context. Nonetheless, many employees in Indonesia show organizational citizenship behavior by contributing more to organizations beyond their written responsibilities as employees. This behavior can be reflected in several examples, namely, willing to work overtime without asking for more rewards if the company has important activities outside of the formal responsibilities of workers, carrying out unsolicited tasks, helping coworkers in solving problems, helping new employees to adapt in the work environment, trying not to complain and swear at any situation, participating in the event organized by the company, taking extra responsibility voluntarily, coming on time, emphasizing details and quality of the task, and generally working above the call of duty.

To nurture and improve organizational citizenship behavior, the company can increase the work motivation of the employees. Motivation is something that increases encouragement to work (Sedarmayanti, 2017: 154). Motivated employees will be more enthusiastic and strive to carry out their duties and responsibilities. Motivation can encourage employees to work harder so they can achieve their goals. One of the sources of motivation is the pride of being a part of the company. This sense of pride will bring positive encouragement to the employees so their productivity will be better (Rivai *et al.*, 2015: 608).

In addition to motivation, job satisfaction is also closely related to the quality of human resources that can streamline an organization. Satisfaction is an evaluation that describes a person with a feeling of being happy or unhappy, and satisfied or not satisfied at work (Rivai *et al.*, 2015: 620). The organizations which have many satisfied workers tend to be more effective than organizations which have fewer satisfied workers (Robbins *and* Judge, 2017: 46). Employees who feel satisfied with the company they are working for will speak positively about it, talk to the company when facing external criticism, and trust the company as well as its management that they do the right things. The employees who feel satisfied tend to be involved in organizational behavior, work outside of their job description and help other members in reducing workload and stress level (Kartono, Mahadianto, dan Mardi, 2015).

PT. JasaMarga (Persero) Tbk. also expects its employees to show more performance in order the company to survive and be renowned as an excellent company offering toll road service as stated in its vision and mission. To align organizational goals and individual goal of employees in achieving the vision and mission of the company, PT. JasaMarga (Persero) Tbk. conducts employee satisfaction survey regularly so the company can receive direct feedback from employees. Through this survey, the company expects each employee to convey views on various aspects that determine the level of job satisfaction and can submit suggestions and input to the management regarding matters that can improve employee satisfaction and productivity. Figure 1 shows the result of Engagement Ratio Index (ERI) conducted by PT. JasaMarga (Persero) Tbk. in the last four years (2013-2016).

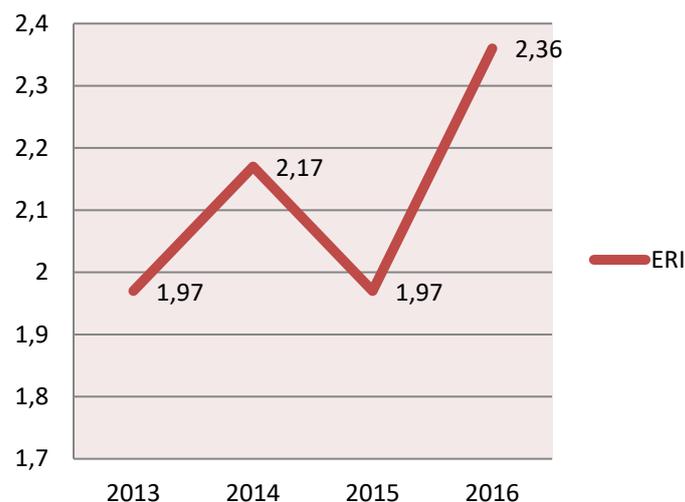


Figure1. Engagement Ratio Index Employee PT. JasaMarga (Persero) Tbk. Yaers 2013 – 2016
Sumber: Suistanbility Report PT. JasaMarga (Persero) Tbk

Engagement Ratio Index (ERI) is the result of employee satisfaction survey indicating attachment, satisfaction, and enthusiasm of employees to their jobs. Based on Figure 1, it shows that the ERI chart has fluctuated over the past four years. So, it can be identified that organizational citizenship behavior at PT. JasaMarga (Persero) Tbk. was still low, caused by less optimal employee motivation and job satisfaction.

Some research shows that organizational citizenship behavior is influenced by motivation and job satisfaction of employees. Job satisfaction is moderately correlated with OCB; people who are more satisfied with their jobs are more likely to be involved in OCB (Robbins *and* Judge, 2017: 53). This notion is in line with the research of Yuliati (2016) indicating that job satisfaction has a positive and significant effect on organizational citizenship behavior. That research used five dimensions in measuring OCB variable, namely altruism, courtesy, civic virtue, conscientiousness, and sportsmanship.

Another research shows a different result from the previous research. Vania and Purba (2014) indicate that job satisfaction variable partially does not have a significant effect on organizational citizenship behavior. Their research used four dimensions of Moorman and Brakley for measuring OCB variable, namely, personal industry, interpersonal helping, individual initiative, and loyal boosterism.

Based on the phenomenon explained earlier, we are motivated to study the Organizational Citizenship Behavior among the employees of PT. JasaMarga (Persero) Tbk. Palikanci Cirebon.

This research aims to; 1) identify and analyze the effect of motivation on organizational citizenship behavior, 2) identify and analyze the effect of job satisfaction on organizational citizenship behavior, and 3) identify and analyze the simultaneous effect of motivation and job satisfaction on organizational citizenship behavior of the employees.

2. Literature review and hypotheses

2.1. Motivation

According to Rivai et al., (2015, 607) "motivation is a series of behavior and values affecting individual to attain specific things in line with his life's goals." Motivation means giving the driving force which can create enthusiasm to the people so they can cooperate, work effectively, and be integrated with all their efforts to achieve satisfaction (Hasibuan, 2013, 143). While Robbins and Judge (Robbins & Judge, 2017) argued that motivation is a willingness to make

maximum efforts towards organizational goals, conditioned by the ability of those efforts to meet individual needs. Thus, it can be concluded that motivation is a series of attitudes, willingness, high values and drivers that exist within a person to influence, encourage, move and excite individuals so that they are willing to work together effectively, integrated with all efforts to achieve goals and satisfaction as well as to meet individual needs.

Meanwhile, Osman et al., (2015) stated that “motivation is the real effort and energy of employees included in their daily work to complete tasks or jobs.”

Motivation is defined by Khadija et al., (2014) as a process of giving direction to the individuals in achieving goals. Meanwhile, Bessel et al., (2015) explained that motivation is an essential tool used by a manager at a workplace to inspire people to work both individually and in a group to produce the best results for the company effectively and efficiently.

Thus, based on those three opinions, it can be concluded that motivation is the process of real effort and energy of the employees which are put into work to provide direction to individuals in achieving their goals. Managers use motivation as a tool to direct employees to produce the best results for business most efficiently and effectively.

Many experts and psychologists have suggested the dimensions of the motivational variable. According to the Theory of Needs put forward by McClelland (1973), there are three needs of human which are crucial in an organization (Rivai et al., 2015: 610), namely:

1. Need for achievement. It is the need to achieve success, the ability to achieve something predetermined by the company's standards, and employees' struggle to succeed.
2. Need for power. It is the need for power or work authorization and the need to make people behave reasonably and wisely in conducting their duties.
3. Need for affiliation. It is the need or desire to be friends and get to know more about coworkers or employees in the organization.

2.2. Job satisfaction

According to Mangkunegara(2016, p. 117), job satisfaction is a feeling which supports or does not support an employee related to his work or other conditions. Hasibuan(Hasibuan, 2013) explained that job satisfaction is an emotional behavior in loving and liking the job. Meanwhile, Sinambela(2017, p. 301) defined that job satisfaction is a set of employees' feelings about whether or not their job is pleasant.

Based on those three definitions, it can be concluded that job satisfaction is a set of feelings and

emotional behavior that arise in the employees describing a pleasant or not pleasant feeling related to their job or condition.

While Kartono, Mahardianto, and Mardi (Kartono et al., 2015) defined job satisfaction as a situation where emotion and positive condition are held by job evaluation or work experience of somebody. Job satisfaction is defined by Osman et al. (Osman et al., 2015) as a general reaction owned by somebody to a particular job. Traditionally, job satisfaction relates to coworkers, salary, working condition, job supervision, and benefits. Whereas, Mohammad, Habib, and Alias (2011) defined job satisfaction as pleasure from a positive emotional state resulted from an assessment of work experience of someone. Based on those explanations, it can be concluded that job satisfaction is a situation where emotions and positive general reactions resulted from the assessment of work and experience possessed by someone to a particular job.

Some experts have pointed out the dimensions of job satisfaction variable. Herzberg (1964) in the Two Factor Theory enlightened that there are two factors which may affect satisfaction or dissatisfaction, namely (Syptak et al., 2018):

1. Hygiene Issue (dissatisfiers). This issue relates to the inability to motivate employees, but the company still can minimize dissatisfaction if it is managed correctly. In other words, employees will feel dissatisfied if they are not appropriately treated. Hygiene issue includes the firm policies, supervision, salary, interpersonal relationship, and working condition. These are the issues related to the environment of the employees.
2. Motivators (satisfiers). Motivators create satisfaction by fulfilling individual needs for meaning and personal growth. Motivators include achievement, recognition, the job itself, responsibility and improvement.

2.3. Organizational citizenship behavior (OCB)

(Robbins & Judge, 2017) defined Organizational Citizenship Behavior (OCB) as freedom in behavior for determining something which is not part of the formal requirement of an employee but it has a contribution to the psychological and social environment of a workplace. (Dyne, Graham, & Dienesch, 1994) defined OCB as a conceptualization of a global concept that includes all positive organizational behavior from individuals/members of the organization.

Whereas, (Organ, Podsakoff, & MacKenzie, 2006) defined OCB as freedom of individual behavior which is indirectly or explicitly recognized by the formal reward system, and contributes to the

effectiveness and efficiency of organizational functions.

Based on the explanations above, it can be concluded that OCB is freedom of behavior and positive actions carried out voluntarily by individuals in an organization. These behavior and positive actions are outside the requirement of formal work that can contribute to the psychological, social, effectiveness and efficiency of organizational functions. Whereas, Islam et al., (2014) asserted that OCB is a concept which describes the voluntary commitment of a person in an organization or company that is not part of his contractual duties.

Riantini and Iriawan(2016) defined OCB as the individual contribution which exceeds the requirement of his job, andhis performance is rewarded by the completion of the job. Other researchers, Jahangir, Akbar, andHaq(2004) defined OCB as a work behavior that exceeds the basic needs of a worker.

Based on the above explanation it can be concluded that OCB is work behavior and the contribution that describes voluntary commitment of somebody to the organization or company. This commitment exceeds the requirement and not part of his conceptual tasks. He is rewarded by the completion of the task performance.

Some researchers differ in opinion about the dimensions of OCB. Bateman and Organ introduced "Organizational Citizenship Behavior" in 1983. In 1983, Smith, Organ and Near analyzed 16 OCB measurements and resulted in two factors, namely altruism, and conscientiousness. Subsequently, Organ developed those two factors to be five model factors in five dimensions, namely: altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. In 1991, William and Anderson developed OCB in the behavioral target, dividing the dimension of OCB construct to be two dimensions, namely OCBI and OCBO.

Van Dyne, Graham and Dienesh (1994) had a different point of view proposing the dimensions of obedience, loyalty, and participation. Moorman and Blakely (1995) revealed four dimensions of OCB which were the mixed between OCB based on Graham (1998) and Organ et al. (2006). These four dimensions of OCB are personal industry, interpersonal helping, individual initiative, andloyalboosterism.

Williams and Anderson (1991) proposed two dimensions of OCB as follows (Mohammad, Habib, and Alias, 2011):

1. Citizenship behaviors directed toward individuals (OCB-I). OCBI refers to behaviors that benefit certain individuals in an organization and, thus, contribute indirectly to

organizational effectiveness. OCBI is behavior directed at particular individuals in the organization, such as courtesy and altruism.

2. Citizenship behaviors directed towards the organization (OCB-O). OCBO includes behaviors which benefit organizations without actions explicitly aimed at the members of the organization. OCBO is behavior that is related to the benefits of the organization as a whole, such as conscientiousness, sportsmanship, and civic virtue.

2.4. Research hypothesis

Based on the explanation outlined earlier, the hypotheses in this research are formulated as follows:

- H1: Motivation (X_1) affects Organizational Citizenship Behavior (Y) of employees.
- H2: Job satisfaction (X_2) affects Organizational Citizenship Behavior (Y) of employees.
- H3: Motivation (X_1) and Job satisfaction (X_2) affect Organizational Citizenship Behavior (Y) of employees.

3. Methods

This study uses an associative method of causal relationship because this study aims to determine the causal relationship between the independent variables (influencing variables) and the dependent variable (the affected variables). Associative research is research which aims to find out the relationship between two or more variables. This type of study has a higher quality when compared to the descriptive and comparative research. This research is expected to build a theory for explaining, forecasting, and controlling specific phenomenon (Sugiyono, 2017: 11).

We used a Likert scale in measuring the variables consisting of strongly agree (5), agree (4), neuter (3), disagree (2), and strongly disagree (1). Likert scale allows the set variables to be explained in more detail as the indicator of the variable. Then, the indicator of the variable is used as a keyword in compiling a question or statement that will be used in making a research questionnaire.

The population in this study consisted of employees of PT. JasaMarga (Persero) Tbk. Palikanci Cirebon totaling to 58 employees. The sampling technique used is saturated sampling in determining the members of the population that will be used as a sample.

Data collection techniques are the ways used to collect data and other information related to the research problems which become the object of the research. The sources and data collection

techniques used in this study are interviews, questionnaires, and observations.

Regression analysis was conducted to determine whether there was a relationship or not between the independent variables (motivation and job satisfaction) and the dependent variable (organizational citizenship behavior). Multiple regression analysis is commonly used to measure the effect of the linear relationship between two or more independent variables with the dependent variable.

4. Results and discussion

4.1. Characteristic of respondents based on gender

Employee characteristic based on the gender of PT JasaMarga (persero) Tbk. Palikanci Cirebon is shown in figure 2.

Figure 2 shows that respondents in this research are mostly men consisting of 44 people or 76% of the total employees. The rest is female respondents consisting of 14 women or 24%.

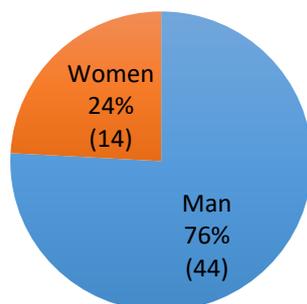


Figure 2 Characteristics of Respondents by Gender

4.2. Characteristic of respondents based on age

Employee characteristic based on the age of PT JasaMarga (persero) Tbk. Palikanci Cirebon is shown in table 1.

Table 1. shows that the respondents participating in this research consisted of four persons (6,9%) aged less than 25 years old, two persons (3,4%) aged between 25 – 35 years old, 21 persons (36,2%) aged between 36 – 45 years old, and 31 persons (53,5%) aged more than 45 years old.

Table 1. Characteristics of Age-Based Respondents

No	Age	Number of	Presentase
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	Respondents	(%)
1. < 25 Years	4	6,9 %
2. 25 – 35 Years	2	3,4 %
3. 36 – 45 Years	21	36,2 %
4. > 45 Years	31	53,5%
Total	58	100 %

Source: data processed, 2019

4.3. Characteristic of respondents based on education

Employee characteristic based on education of PT JasaMarga (Persero) Tbk. Palikanci Cirebon is shown in figure 3.

Figure 3 shows that the respondents participating in this study consisted of 26 persons (45%) with a senior high school level, one person (2%) with diploma degree, and 31 persons (53%) with an undergraduate degree (S1).

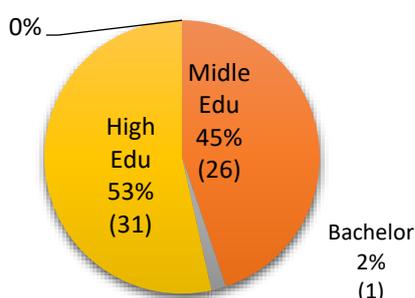


Figure 3. Characteristics of Respondents by Education

4.4. Characteristic of respondents based on working experience

Employee characteristic based on the working experience of PT JasaMarga (Persero) Tbk. Palikanci Cirebon is shown in figure 3.

Figure 3 shows that the respondents participating in this research consisted of six employees (10.3%) with 1-5 years working experience, four employees (6.9%) with 16-20 years working experience, 48 employees (82.8%) with working experience of more than 20 years. None of the employees has a working experience of 6-10 years and 11-15 years.

Based on output Coefficientsin table 2, the following regression equation can be formulated:

$$Y = 10.897 + 0.189X_1 + 0.213X_2$$

Explanation:

1. Based on that equation, if motivation (X_1) and job satisfaction (X_2) are not present or zero, the value of organizational citizenship behavior (Y) is 10,897.
2. The regression coefficient of motivation variable (X_1) is 0.189 which means if the other variable remains constant and motivation (X_1) increases by 1, the variable of organizational citizenship behavior (Y) will increase by 0.189. The positive sign of this coefficient means that there is a positive relationship between motivation (X_1) and organizational citizenship behavior (Y). The higher the motivation (X_2) is, the higher the organizational citizenship behavior becomes (Y)

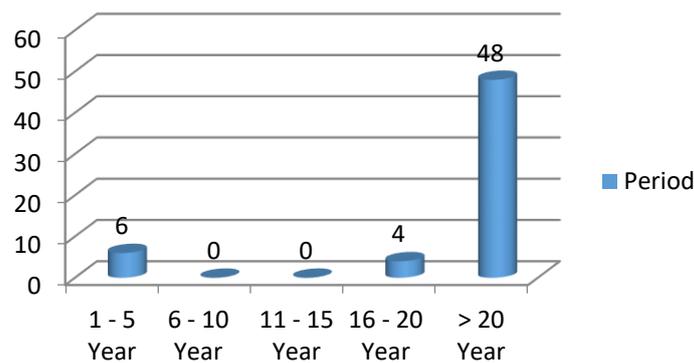


Figure 3. Characteristics of Respondents Based on Working Period

Based on output Model Summary in table 3, the value of adjusted R Square (R^2) is 0.458, meaning that motivation (X_1) and job satisfaction (X_2) affect organizational citizenship behavior (Y) by 45.8%. While the rest of 54.2% is affected by other variables outside this research.

The output Anova in table 4 shows that $F_{\text{calculated value}}$ is 25.129 with sig value of 0.000 and F_{table} of 3.16. As the sig value is less than alpha 5% ($0.000 < 0.05$) and $F_{\text{calculated value}}$ is larger than F_{table} ($25.129 > 3.16$), H_0 is rejected, and H_a is accepted. Therefore, it can be said that motivation and job satisfaction simultaneously affect organizational citizenship behavior.

Tabel 2 Coefficients

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	10.897	5.050		2.158	.035
1 Motivation	.189	.122	.336	1.547	.128
Job Satisfaction	.213	.124	.374	1.725	.090

a. Dependent Variable: OCB

Source: SPSS 21.0 for Windows output

Table 3. Model Summary

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	604.190	2	302.095	25.129	.000 ^b
Residual	661.207	55	12.022		
Total	1265.397	57			

a. Dependent Variable: OCB

b. Predictors: (Constant), Job Satisfaction, Motivation

4.5. Influence of Motivation on Organizational Citizenship Behavior of Employees

Based on the result of hypothesis testing, it can be shown that the value of sig is less than an alpha of 5% ($0.000 < 0.05$) and $t_{\text{calculated}}$ value is larger than F_{table} ($6.758 > 2.003$). So, H_0 is rejected, and H_a is accepted. Thus, it can be said that motivation positively and significantly affects organizational citizenship behavior.

This result is in line with Riantini and Iriawan(2016) stating that motivation has a positive and significant influence on organizational citizenship behavior at Revenue and Financial Management Office of Surabaya. Thus, it can be interpreted that the higher the motivation is, the higher the organizational citizenship behavior of employees becomes.

Based on the frequency distribution table, the lowest average score is found in the 13th statement regarding the respect of 3.88 and the highest average score is found in the 7th statement regarding the achievement of targets of 4.76. Thus, it can be stated that the indicator of respect in motivation variable (X1) is fair while the indicator of target achievement can be said to be very good in influencing organizational citizenship behavior (Y) of employees at PT JasaMarga (Persero) Tbk. Palikanci Cirebon.

4.6. Influence of Job Satisfaction on Organizational Citizenship Behavior of Employees

Based on the result of hypothesis testing, it can be shown that the value of sig is less than an alpha of 5% ($0.000 < 0.05$) and $t_{\text{calculated value}}$ of (6.834) is larger than F_{table} . So, H_0 is rejected, and H_a is accepted. Thus, it can be said that job satisfaction affects organizational citizenship behavior.

This result supports Antonio and Susanto (2007) who stated that job satisfaction positively and significantly affects organizational citizenship behavior at CV Supratex. Thus, it can be stated that the higher the job satisfaction is, the higher the organizational citizenship behavior of the employees at CV Supratex becomes.

Based on the frequency distribution table, the lowest average score is found in the 6th statement regarding the salary of 4.33 and the highest average score is found in the 11th statement regarding the job itself of 4.65. Thus, it can be stated that the indicators of salary and job in job satisfaction variable (X_2) can be said to be very good in influencing organizational citizenship behavior (Y) of employees at PT JasaMarga (Persero) Tbk. Palikanci Cirebon.

4.7. Influence of Motivation and Job Satisfaction on Organizational Citizenship Behavior of Employees

In this research, we found the R coefficient of 0.691 showing that the influence of motivation (X_1) and job satisfaction (X_2) on organizational citizenship behavior (Y) is strong. The determination coefficient or R^2 (Adjusted R Square) is 0.458 which means that motivation (X_1) and job satisfaction (X_2) affect organizational citizenship behavior (Y) variable by 45.8%. The rest of 54.2% in organizational citizenship behavior is affected by other variables outside this research. Based on hypothesis testing, it is found that sig. value is less than 0.05 ($0.000 < 0.05$) (this research uses alpha of 5%) and $F_{\text{calculated value}}$ of 25.129 which is larger than F_{table} of 3.16. Therefore, H_0 is rejected and H_a is accepted, stating that motivation and job satisfaction simultaneously affect organizational citizenship behavior.

This result is in line with Susmiati and Jajuk (2017) who stated that motivation and job satisfaction positively and significantly affect organizational citizenship behavior with a determination coefficient (R^2) of 0.949. Their research showed that 94.9% of OCB is influenced by job satisfaction and motivation of the employees.

5. Conclusion and Limitation

In this research, we conclude that:

1. Motivation, job satisfaction, and organizational citizenship behavior of employees at PT JasaMarga (Persero) Tbk. Palikanci Cirebon are excellent.
2. Partially, motivation has a positive and significant effect on organizational citizenship behavior of employees at PT JasaMarga (Persero) Tbk. Palikanci Cirebon. It means that if the motivation of employees increases, their organizational citizenship behavior will also increase.
3. Partially, job satisfaction has a positive and significant effect on organizational citizenship behavior of employees at PT JasaMarga (Persero) Tbk. Palikanci Cirebon. It means that if the job satisfaction of employees increases, their organizational citizenship behavior will also increase.
4. Simultaneously, motivation and job satisfaction have a positive and significant effect on organizational citizenship behavior of employees at PT JasaMarga (Persero) Tbk. Palikanci Cirebon. It means, motivation and job satisfaction of employees simultaneously affect organizational citizenship behavior.

This research was carried out under the proper research procedure. Nonetheless, this study still has a limitation because the factors influencing organizational citizenship behavior that we studied only consist of two variables, namely motivation and job satisfaction. There are still many other factors that may influence organizational citizenship behavior which can be studied in further research.

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