The Effect of Job Motivation, Job Satisfaction and Organizational Commitment terhadap Organizational Citizenship Behavior pno Employees PT PLN (Persero) UP3 Ternate

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Abstract  
This study aims to determine and analyze the effect of Work Motivation, Job Satisfaction and Organizational Commitment partially or simultaneously on the Organizational Citizenship Behavior (OCB) of PT. PLN (Persero) UP3 Ternate. This study uses a quantitative approach. The population used in this study includes all employees of PT. PLN (Persero) UP3 Ternate as many as 50 people. Data collection techniques were carried out through observation, interviews and distribution of questionnaires where the distribution of questionnaires used probability sampling technique with the type of simple random sampling. The data analysis of this research uses SPSS version 26 as a statistical test tool. The results showed that (1) Partial Test results showed the significance value of Work Motivation on Organizational Citizenship Behavior (OCB) indicating that there was no influence of Work Motivation on Organizational Citizenship Behavior (OCB) of employees at PT PLN (Persero) UP3 Ternate. The Standardized Coefficients beta (β) shows a negative effect. (2) The significance value of the influence of Job Satisfaction on Organizational Citizenship Behavior (OCB) shows that there is an effect of Job Satisfaction on Organizational Citizenship Behavior (OCB) of employees at PT PLN (Persero) UP3 Ternate. While the Standardized Coefficients beta (β) shows a positive influence. (3) The significance value of the influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) shows that there is an influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) of employees at PT PLN (Persero) UP3 Ternate. While the Standardized Coefficients beta (β) shows a positive influence. (4) Based on the results of the Multiple Linear Regression Test, it is known that the significance value of the influence of the variables Work Motivation, Job Satisfaction, and Organizational Commitment simultaneously affects the Organizational Citizenship Behavior (OCB) of employees at PT PLN (Persero) UP3 Ternate with a simultaneous influence percentage of 76.7%.

Keywords: work motivation, job satisfaction, organizational commitment, organizational citizenship behavior (ocb).

INTRODUCTION  

The performance of an employee can also be measured by how much motivation his work is. Motivation is an impulse that is shown to fulfill a certain goal. Motivation is needed for employees considering that some employees have physical and psychic deficiencies luthans in (Putri et al., 2015).

In achieving organizational goals, quality human resources are needed, so that with high job satisfaction, OCB (Organizational Citizenship Behavior) behavior can occur (Soegandhi et al., 2013). Sometimes job satisfaction is associated with the size of a salary when it is wrong. It is not the size of a salary or the high and low of a position that determines a satisfaction but it must be seen from the point of view of the person himself, whether they feel that they are satisfied enough with the conditions they are getting now.

The importance of research on Job Motivation, Job Satisfaction, and Organizational Commitment to the development of OCB (Organizational Citizenship Behavior) in the company is because satisfied workers will have a positive perception of the organization as a whole. Job satisfaction is the attitude of a person in general to his work (Robbins, 2009).
Satisfied employees tend to speak positively about their organization, help others or their co-workers and strive to do more than expected in their work. Job satisfaction and work stress affect each other where both variables play an important role in reducing or increasing the employee's intention to stop working. According to Zhang & Lee (in Rohman & Latifur 2018), work stress becomes the main cause of employees' intention to stop working at a company.

On the one hand, stress experienced in the workplace also has a negative relationship with job satisfaction, organizational commitment, behavior as a member of the organization / company, performance and productivity, absence and turnover of kreitner & Kinicki's workforce in (Anggunsari, 2018). Many researchers have found that the greater the level of stress that employees experience within the company, the higher the intention of employees to quit.

Job satisfaction, organizational commitment and work motivation have a positive and significant effect on the OCB (Organizational Citizenship Behavior) of employees at LPD Tanjung Benoa. This means that the higher the job satisfaction, organizational commitment and work motivation possessed by employees, it will increase OCB (Organizational Citizenship Behavior) LPD Tanjung Benoa employees (I Putu and I Gede, 2018).

Not only that, work motivation, organizational commitment and job satisfaction also have a significant influence on Organizational Citizenship Behavior (Kadek and I Gede, 2019). In certain cases, the problem of resignation is indeed required by the company, especially for employees with low performance. But the resignation must be sought not to be too high so that the company still has the opportunity to benefit from the performance improvement of the new employee which is greater than the cost of recruitment.

This effort can be achieved by the management of Organizational Citizenship Behavior (OCB). Thus, in simple terms OCB (Organizational Citizenship Behavior) can be understood as a free employee behavior, which is not directly related to the reward system and is able to improve the function and effect of the organization / company.

So far, no one has ever conducted research on Organizational Citizenship Behavior (OCB) in PT. PLN (Persero) UP3 Ternate. The main reason for choosing the site of this study was from the results of the researcher's empirical observation that UP3 Ternate employees often performed work outside of formal obligations. This can be seen every month when UP3 permanent employees are asked to help with the task of outsourcing (contract employees) billing PLN customers who are in arrears. The purpose of this study is to determine the influence of Work Motivation, Job Satisfaction and Organizational Commitment on the Organizational Citizenship Behavior (OCB) of PT. PLN (Persero) UP3 Ternate.

METHOD

The location of this study was conducted at PT. PLN (Persero) UP3 Ternate Jln. Ahmad Yani No. 40 Kel. Kota Baru, Central Ternate District, Ternate City, North Maluku under the management of UIW MMU (Main Unit of Maluku and North Maluku Region).

Population is also not just the amount that exists in the object / subject studied, but includes all the characteristics / traits possessed by the subject or object. Thus, it can be determined that the population in this study is all employees at PT. PLN (Persero) UP3 Ternate as many as 50 people consisting of 1 manager and 49 employees of state-owned pt. PLN (Persero) UP3 Ternate, as well as other things that can be the subject of this research, namely staffing documents.

The selected sample describes the actual or representative state of the population with a total of 50 people consisting of 1 manager and 49 employees of state-
owned pt. PLN (Persero) UP3 Ternate. This entire sample will then be referred to as a representative audience because there is an exception, namely outsourching employees.

In this study, researchers used probability sampling with a simple random sampling type to provide equal opportunities for each participant/audience. On the other hand, the selection of respondents is carried out solely based on the attitudes, characteristics, experiences and perceptions of respondents with consideration of characteristics in employees who have worked for more than 3 months at PT. PLN (Persero) UP3 Ternate.

The data collection technique used in this study was through observation, interviews, or by distributing questionnaires to a representative audience. Researchers used a gradation likert scale from very positive to very negative where it could be words then scored.

This study used multiple linear regression analysis to determine the influence of independent variables on dependent variables. The use of multiple linear regression analysis is because there is one dependent variable and three independent variables. Multiple linear regression equations are conditions in which there is a dependent and independent variable by modeling the following equations.

\[ Y = \alpha + (\beta_1 X_1) + (\beta_2 X_2) + (\beta_3 X_3) + R \]

with:

- \( Y \): Organizational Citizenship Behavior (OCB)
- \( \alpha \): The value of the constant
- \( \beta_1, \beta_2 \): Determinant coefficient
- \( X_1 \): Work Motivation
- \( X_2 \): Job Satisfaction
- \( X_3 \): Organizational Commitment
- \( R \): Residual

This multiple linear regression analysis uses a tool in the form of computer software ibm SPSS 26 (Statistical Package for Social Sciences) program which is a computer program specifically used to process and analyze statistical data.

RESULTS AND DISCUSSION

**Result**

The basis for decision making in Test t is If the value of sig. < 0.05, or t count > t of the table, then there is an influence of free variables \( X_1, X_2, X_3 \) on variables Y. jka sig values. > 0.05, or t count < t of the table then there is no influence of variable X on variable Y. Equation Test t of the table is \( t_{table} = t (\alpha/2; n-k-1) \). Thus, \( t_{table} = t (0.025; 50-3-1) = t (0.025 ; 46) = 2.01290. \)

**Table 1. Linear Regression Hypothesis Testing**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.695</td>
<td>4.713</td>
<td>.147</td>
<td>.883</td>
</tr>
<tr>
<td>Motivasi Kerja</td>
<td>-.143</td>
<td>.425</td>
<td>-.336</td>
<td>.738</td>
</tr>
<tr>
<td>Kepuasan Kerja</td>
<td>.553</td>
<td>.107</td>
<td>.578</td>
<td>5.180</td>
</tr>
<tr>
<td>Komitmen Organisasional</td>
<td>.895</td>
<td>.275</td>
<td>.380</td>
<td>3.254</td>
</tr>
</tbody>
</table>

Source: Data obtained 2022
Known sig value, the effect of Work Motivation (X₁) on OCB (Y) is 0.738 > 0.05, and the calculated t value (-0.336) < t table (2.01290), so it can be concluded that H₁ is rejected which means that there is no influence of Work Motivation (X₁) on OCB (Y).

Known sig value, the effect of Job Satisfaction (X₂) on OCB (Y) is 0.000 < 0.05, while the calculated t value (5.180) > t table (2.01290), so it can be concluded that H₂ is accepted, this means that there is an effect of Job Satisfaction (X₂) on OCB (Y).

Known sig value, the effect of Organizational Commitment (X₃) on OCB (Y) is 0.002 < 0.05, while the calculated t value of t (3.254) > t table (2.01290), so it can be concluded that H₃ is accepted, this means that there is an influence of Organizational Commitment (X₃) on OCB (Y).

The basis for decision-making in Test F is on the provision if the value of the sig. < 0.05, or Fcounts > Ftable then there is a simultaneous influence of variable X on variable Y by following the equation:

\[ F_{\text{table}} = F (k ; n-k) \]

Thus, Ftable = F (3 ; 50-3) = F (3 ; 47) = 2.80

<table>
<thead>
<tr>
<th>ANOVA\a</th>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>1782.094</td>
<td>3</td>
<td>594.031</td>
<td>50.595</td>
<td>.000\b</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>540.086</td>
<td>46</td>
<td>11.741</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>2322.180</td>
<td>49</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\( a. \) Dependent Variable: OCB  
\( b. \) Predictors: (Constant), Komitmen Organisasional, Motivasi Kerja, Kepuasan Kerja

Source: Data processed, 2022

Based on the SPSS output, the sig value is known, the simultaneous effect of the variables Work Motivation (X₁), Job Satisfaction (X₂), and Organizational Commitment (X₃) on OCB (Y) was 0.000 < 0.05 with calculated F value of 50.595 > Ftable 2.80. Thus it can be concluded that H₄ is accepted which means that there is an influence of Work Motivation (X₁), Job Satisfaction (X₂), and Organizational Commitment (X₃) simultaneously on OCB (Y).

<table>
<thead>
<tr>
<th>Table.3. Summary Model</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Type</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.876\a</td>
<td>.767</td>
<td>.752</td>
<td>3.427</td>
</tr>
</tbody>
</table>

\( a. \) Predictors: (Constant), Organizational Commitment, Job Motivation, Job Satisfaction

Source: Data obtained 2022

Based on the Summary Table, it can be seen that the percentage of influence of the variables of Work Motivation (X₁), Job Satisfaction (X₂), and Organizational Commitment (X₃) simultaneously on OCB (Y) is 76.7%.

Discussion

The Effect of Work Motivation on the Organizational Citizenship Behavior (OCB) of PT. PLN (Persero) UP3 Ternate.

At first glance, Work Motivation is considered one of the factors that can form a good Management of Organizational Behavior. Work Motivation is also considered to have a positive influence on OCB (Organizational Citizenship Behavior) on the grounds that Work Motivation can produce optimal individual performance. However, in the research conducted at PT. PLN (Persero) UP3 Ternate shows that Work Motivation does not have a significant relationship with OCB (Organizational Citizenship Behavior).

The employee's enterprise in doing the work is strongly suspected solely to obtain a salary. Each employee always compares the amount of salary received according
The Effect of Job Motivation, Job Satisfaction and Organizational Commitment towards Organizational Citizenship Behavior (OCB)

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The Effect of Job Motivation, Job Satisfaction and Organizational Commitment towards Organizational Citizenship Behavior (OCB) of PT. PLN (Persero) UP3 Ternate.

The Effect of Job Motivation on Organizational Citizenship Behavior (OCB) of PT. PLN (Persero) UP3 Ternate

The Effect of Organizational Commitment on Organizational Citizenship Behavior (OCB) of PT. PLN (Persero) UP3 Ternate

to the type of work performed. If Work Motivation is related to the willingness or encouragement from within the employee in carrying out certain activities to achieve company goals, then this does not apply to PT employees. PLN (Persero) UP3 Ternate. In other words, employees of PT. PLN (Persero) UP3 Ternate does not need Work Motivation in order to create OCB (Organizational Citizenship Behavior).

According to Hariandja (2005) job satisfaction is one of the important elements in the company that can influence work behavior in relation to work productivity. Based on research conducted at PT. PLN (Persero) UP3 Ternate shows that job satisfaction has an intrinsic and significant effect on Organizational Citizenship Behavior (OCB).

Based on research conducted at PT. PLN (Persero) UP3 Ternate shows that Job Satisfaction felt by employees is considered to be caused by various factors, such as salaries that are in accordance with the type of work of employees, or because communication between fellow colleagues that shows synergy and a sense of care and the type of work in a division that is carried out in a planned manner can increase the Employee's Organizational Citizenship Behavior (OCB) towards the company.

Employees who are satisfied with the salary are likely to show OCB’s attitude towards the company. Employees feel comfortable at work because they are influenced by internal factors such as emotional relationships and personalities between employees and superiors can show an increase in job satisfaction. In addition, complacency with a job that is carried out in a planned manner can reduce risks and failures so as to provide opportunities for employees to work in accordance with the job desc. However, according to Robbins (2009) job satisfaction is one of the very logical factors and is the main determinant of employee Organizational Citizenship Behavior (OCB).

The results of research conducted at PT. PLN (Persero) UP3 Ternate shows that Organizational Commitment has a positive and significant influence on Organizational Citizenship Behavior (OCB). This is because there are indications that employees who have loyalty are always shown through being responsible for work which is characterized through active actions to always be involved in every job. In addition, there are strong indications that most employees often do work outside the job desc so that loyalty and responsibility for the work are carried out solely to obtain additional guarantees (benefits) that are in accordance with this particular type of work. Another indication is that employees who already have an emotional attachment to their boss or fellow employees will be willing to do extra behaviors such as helping other colleagues in need without expecting anything in return.

Based on research conducted at PT. PLN (Persero) UP3 Ternate can be seen that Organizational Commitment is one of the important factors that play a role in shaping the extra role of employees. Organizational commitment is able to reflect employee loyalty to the company in a continuous process as long as there is still an emotional bond and a good personality relationship between fellow employees and to the company for success and progress. Organizational Commitment is usually shown through an attitude of commitment to the normative procedures of the company (concerning also work procedures) which has a fairly strong influence than affective commitment (emotional and personality) which can determine a continuous commitment. This is because employees feel obliged and bound under the company's normative procedures that allow employees to be involved in every company activity. If employees are always involved in company activities, it is likely to cause a pedulli attitude to the company.
The Effect of Job Motivation, Job Satisfaction, Simultaneous Organizational Commitment on the Organizational Citizenship Behavior (OCB) of PT. PLN (Persero) UP3 Ternate

Job Motivation, Job Satisfaction and Organizational Commitment always have an influence on Organizational Citizenship Behavior (OCB). Employees who are always motivated for development and self-activity will feel that they have a strong emotional connection. A sense of security at work provides a special satisfaction for employees, especially a strong emotional bond between ordinary employees and superiors allows there to be additional benefits so that employees have a tendency to maintain their current job. Employees who are satisfied with the salary will choose to continue working for the company. Job Motivation and Job Satisfaction will thus mediate an Organizational Commitment on an ongoing basis so as to achieve good Organizational Citizenship Behavior (OCB).

Based on the analysis that has been carried out, the F value of the calculation $> F_{table}$ so that it can be concluded that there is an influence of Work Motivation, Job Satisfaction, Organizational Commitment simultaneously on the OCB of employees at PT. PLN (Persero) UP3 Ternate by 76.7%.

CONCLUSION

1. The results of the t Test show the significance value of Work Motivation, on Organizational Citizenship Behavior (OCB) that there is no influence of Work Motivation on the Organizational Citizenship Behavior (OCB) of employees at PT PLN (Persero) UP3 Ternate. The Standardized Coefficients beta ($\beta$) shows a negative influence.

2. The results of the t Test show the significance of the influence of Job Satisfaction and organizational commitment to Organizational Citizenship Behavior (OCB) that there is an influence of Job Satisfaction on the Organizational Citizenship Behavior (OCB) of employees at PT PLN (Persero) UP3 Ternate. Meanwhile, the Standardized Coefficients beta ($\beta$) shows a positive influence.

3. Based on the results of Test F, it is known that the significance value of the influence of the variables Work Motivation, Job Satisfaction, and Organizational Commitment simultaneously affects the Organizational Citizenship Behavior (OCB) of employees at PT PLN (Persero) UP3 Ternate is that there is an influence of Work Motivation, Job Satisfaction, and Organizational Commitment simultaneously on Organizational Citizenship Behavior (OCB) employees at PT PLN (Persero) UP3 Ternate with a simultaneous percentage of influence of 76.7%.

BIBLIOGRAPHY


The Effect of Job Motivation, Job Satisfaction and Organizational Commitment to Organizational Citizenship Behavior on Employees PT PLN (Persero) UP3 Ternate


