



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

Nurul Husna R Ismail

Universitas Khairun

nurulhusnarismail@gmail.com

Nurlaila

Universitas Khairun

lelafekon04@gmail.com

Ikrima M. Mustafa

Universitas Khairun

ikrima.mm@gmail.com

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-

LITERATUS is a journal published by Neolectura, issued two times in one year. Literatus is a scientific publication media in the form of conceptual paper and field research related to social impact and cultural studies. It is hoped that LITERATUS can become a media for academics and researchers to publish their scientific work and become a reference source for the development of science and knowledge.

Our focus:
Social and Culture

Our Scope:
Humanities, Education, Management, History, Economics, Linguistics, Literature, Religion, Politics, Sociology, Anthropology, and others.



owned pt. PLN (Persero) UP3 Ternate. This entire sample will then be referred to as a representative audience because there is an exception, namely *outsourcing 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 indentent 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 Behaviior* (OCB)

A : The value of the constant

β_1, β_2 : Determinant coefficient

X₁ : Work Motivation

X₂ : Job Satisfaction

X₃ : 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 (X₁, X₂, X₃) on variables Y. jika 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

Model	Coefficients ^a		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients B	Std. Error			
1 (Constant)	.695	4.713		.147	.883
Motivasi Kerja	-.143	.425	-.034	-.336	.738
Kepuasan Kerja	.553	.107	.578	5.180	.000
Komitmen Organisasional	.895	.275	.380	3.254	.002

a. Dependent Variable: OCB

Source: Data obtained 2022

Known sig value. the effect of Work Motivation (X_1) 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 H_1 is rejected which means that there is no influence of Work Motivation (X_1) on OCB (Y).

Known sig value. the effect of Job Satisfaction (X_2) 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 H_2 is accepted, this means that there is an effect of Job Satisfaction (X_2) on OCB (Y).

Known sig value. the effect of Organizational Commitment (X_3) on OCB (Y) is $0.002 < 0.05$, while the calculated value of t ($3.254 > t$ table (2.01290)), so it can be concluded that H_3 is accepted, this means that there is an influence of Organizational Commitment (X_3) on OCB (Y).

The basis for decision-making in Test F is on the provision if the value of the sig. < 0.05 , or $F_{counts} > F_{of\ the\ table}$ then there is a simultaneous influence of variable X on variable Y by following the equation:

$$F_{table} = F(k ; n-k). \text{ Thus, } F_{table} = F(3 ; 50-3) = F(3 ; 47) = 2.80$$

Table.2. Multiple Linear Regression

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1782.094	3	594.031	50.595	.000 ^b
	Residual	540.086	46	11.741		
	Total	2322.180	49			

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 (X_1), Job Satisfaction (X_2), and Organizational Commitment (X_3) on OCB (Y) was $0.000 < 0.05$ with a calculated F value of $50.595 > F_{table} 2.80$. Thus it can be concluded that H_4 is accepted which means that there is an influence of Work Motivation (X_1), Job Satisfaction (X_2), and Organizational Commitment (X_3) simultaneously on OCB (Y).

Table.3. Summary Model

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.876 ^a	.767	.752	3.427

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 (X_1), Job Satisfaction (X_2), and Organizational Commitment (X_3) 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 enterprising in doing the work is strongly suspected solely to obtain a salary. Each employee always compares the amount of salary received according

LITERATUS is a journal published by Neolectura, issued two times in one year. Literatus is a scientific publication media in the form of conceptual paper and field research related to social impact and cultural studies. It is hoped that LITERATUS can become a media for academics and researchers to publish their scientific work and become a reference source for the development of science and knowledge.

Our focus:
Social and Culture

Our Scope:
Humanities, Education, Management, History, Economics, Linguistics, Literature, Religion, Politics, Sociology, Anthropology, and others.



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)).

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

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

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 pedull 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 $F_{\text{value of the calculation}} > F_{\text{table}}$ so that it can be concluded that there is an influence of Work Motivation, Job Satisfaction, Organizational Commitment simultaneously on the OCB Organizational Citizenship Behavior (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 (β) 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 (β) 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

- Anggunsari, N. (2018). *Pengaruh Disiplin Kerja dan Stres Kerja terhadap Produktivitas dengan Kepuasan Kerja sebagai Variabel Intervening di PT Borneo Melintang Buana Eksport Yogyakarta*. 7(2), 44–68.
- Putri, N. E., Hakim, A., & Makmur, M. (2015). Pengaruh Motivasi Kerja Dan Kemampuan Kerja Terhadap Komitmen Organisasional Dan Kinerja Pegawai. *Jurnal Ilmu Sosial Dan Ilmu Politik*, 4(1), 1–12.
- Soegandhi, V. M., Sutanto, E. M., & Setiawan, R. (2013). Pengaruh Kepuasan Kerja dan Loyalitas Kerja Terhadap Organizational Citizenship Behavior Pada Karyawan PT Surya Timur Sakti Jatim. Volume 1. Nomor 1. Program Manajemen Bisnis, Program Studi Manajemen. Universitas Kristen Petra. *Jurnal AGORA*, 1(1).
- Colquitt, J.A., Lepine, J.A., and Wesson, M.J. (2019). *Organizational Behavior Improving Performance and Commitment In the Workplace*. 6th. MC Graw Hill.

LITERATUS is a journal published by Neolectura, issued two times in one year. Literatus is a scientific publication media in the form of conceptual paper and field research related to social impact and cultural studies. It is hoped that LITERATUS can become a media for academics and researchers to publish their scientific work and become a reference source for the development of science and knowledge.

Our focus:
Social and Culture

Our Scope:
Humanities, Education, Management, History, Economics, Linguistics, Literature, Religion, Politics, Sociology, Anthropology, and others.



- Darmawati, Arum dan Indartono, Setyabudi. (2015). Pengaruh Kepuasan Kerja Terhadap Organizational Citizenship Behavior Dengan Komitmen Organisasi Sebagai Variabel Mediasi. *Jurnal Ilmu Manajemen*, 12(2).
- Dewi, Kadek Diah Candra dan Riana. (2019). Pengaruh Motivasi Kerja, Komitmen Organisasional dan Kepuasan Kerja Terhadap *Organizational Citizenship Behaviour* (OCB)(Studi Kasus Pada PNS di Sekretariat DPRD Badung). *Distribusi - Journal of Management and Business*, 7(2), 203–214. <https://doi.org/10.29303/distribusi.v7i2.86>.
- Ghozali, Imam. (2011). *Aplikasi Anallisis Multivariate dengan Program IBM SPSS 19*. Edisi V. Semarang: Badan Penerbitan Universitas Diponegoro.
- Hoke, Steward V., Bernhard Tewal dan Sumaraw, Jacky S.B. (2018). Pengaruh Kompetensi, Komitmen Organisasi dan Kompensasi Terhadap Kinerja Karyawan Pada PT. Marga Dwitaguna Manado putra Sulawesi Utara. *Jurnal EMBA*, 6 (1), hal.1-10.
- I Nyoman Bayu Putra Mahardika dan I Made Artha Wibawa. (2019). Pengaruh Budaya Organisasi Kepuasan Kerja Dankomitmen Organisasional Terhadap *Organizational Citizenship Behavior* Pada Karyawan (studi Kasus Pada Karyawan Perusahaan Focus Design Artglass Ubud). *E-Jurnal Manajemen, [S.l.]*, v. 8, n. 1, p. 380 - 410, jan. 2019. ISSN 2302-8912. Available at: <<https://ojs.unud.ac.id/index.php/Manajemen/article/view/41743>>. Date accessed: 14 oct. 2021. doi: <https://doi.org/10.24843/EJMUNUD.2019.v08.i01.p14>
- I Putu Adi Kususma Putral dan I Gede Adnyana Sudibya. (2018). Pengaruh Kepuasan Kerja, Komitmen Organisasional dan Motivasi Kerja Terhadap *Organizational Citizenship Behavior* (Studi Kasus Pada Karyawan LPD Tanjung Benoa). *E-Jurnal Manajemen, [S.l.]*, v. 7, n. 8, p. 4447 - 4474, aug. 2018. ISSN 2302-8912. Available at: <<https://ojs.unud.ac.id/index.php/Manajemen/article/view/38816>>. Date accessed: 14 oct. 2021. doi: <https://doi.org/10.24843/EJMUNUD.2018.v07.i08.p15>.
- Munthe, Rizky Andana. (2019). Pengaruh Budaya Organisasi Dan Motivasi Kerja Terhadap Organizational Citizenship Behavior Pada PT. Bank Sumut Kantor Pusat Medan. *Skripsi Umsu Medan*.
- Robbins, Stephen P. (2009). *Perilaku Organisasi. Edisi Kesepuluh. Alih bahasa Oleh Benyamin Molan. Edisi Bahasa Indonesia*. PT. Mancanan Jaya Cemerlang, Indonesia.
- Rohman, Muhammad Latifur. (2018). *Analisis Pengaruh Stres Kerja dan Job Insecurity Terhadap Turnover Intention dengan Komitmen Organisasional sebagai Variabel Intervening di PT. Kebon Agung Pabrik Gula Trangkil, Kabupaten Pati, Jawa Tengah*. Prodi Manajemen, Fakultas Ekonomi, Universitas Islam Indonesia.
- Sugiyono. (2015). *Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif dan R&D)*. Bandung: CV. Alfabeta Sutrisno.