



The Role of Perceived Organizational Support in Moderating the Relationship of Compensation and Job Satisfaction with Organizational Citizenship Behavior among Employees of PT. Grahamas Intitirta Kuningan

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ABSTRACT

This study aims to examine the relationship between compensation, job satisfaction perceived organizational support and organizational citizenship behavior. This study also observed the moderating effect of perceived organizational support on the relationship between compensation and organizational citizenship behavior and between job satisfaction and organizational citizenship behavior. The type of research used is quantitative. Respondents in this study were employees of PT. Grahamas Intitirta, and data were collected using a questionnaire. By using multiple linear regression analysis and moderating regression analysis, the results show that compensation has a positive effect on organizational citizenship behavior as well as job satisfaction has a positive influence on organizational citizenship behavior. Meanwhile, the perception of organizational support has a strengthening effect between the relationship between compensation for OCB and job satisfaction with OCB

INTRODUCTION

Organizational Citizenship Behavior (OCB) is behavior that shows a willingness to help others, and goes beyond workplace requirements by voluntarily carrying out additional tasks at work and complying with the rules and procedures that apply within the company, Iskandar and Liana (2021). Many studies have found that variables have an influence on OCB. For example, according to Iskandar and Liana (2021), they found that job satisfaction and organizational commitment together can have a significant effect on OCB. Furthermore, according to Kirana and Lukitaningsih (2021), they found that compensation had an effect on OCB, most recently, according to Susilo and Muhardono (2021), they found that work motivation, work environment and compensation simultaneously had an effect on OCB.

This research tries to find out the extent of the role of perceived organizational support in moderating the relationship between compensation and job satisfaction and OCB in PT.Grahamas Intitirta employees. So this research was carried out because it had never been carried out in previous research, especially at the company PT.Grahamas Intitirta. The company has quite a large number of employees therefore a company definitely needs OCB. Another factor that influences OCB, namely compensation, is one of the factors that can influence OCB. The appropriate and appropriate compensation provided by the company is highly expected by employees. When there is attention to the provision of compensation, it means that it will support the employee to be able to work optimally and efficiently.

Another factor that can support the occurrence of OCB is the perception of organizational support which is used to see the extent to which employees perceive a company or organization to care about their personal needs and welfare, and this can have a positive or negative effect on a company, an employee will feel that he noticed and treated well by the company. With the perception of organizational support as a moderating variable, it is hoped that it can strengthen an employee's OCB towards fellow employees to produce positive things for the company.

The results of interviews with the Head of HRD PT.Grahamas Intitirta found that in a company, employees must have OCB so that the company can achieve its goals appropriately, and there are also many factors that influence OCB, of course this is a challenge for companies PT. Grahamas Intitirta, researchers obtained an empirical phenomenon that employees lacked OCB behavior in the dimensions of conscientiousness and civic virtue.

Human resources in a company are very important and are also a benchmark for a company's success in achieving its goals. A company really needs high organizational citizenship behavior from its employees to run the company in order to achieve organizational goals. Many factors influence OCB, including compensation, job satisfaction and perceptions of organizational support.

The company's efforts to increase OCB cannot be separated from the compensation provided by the company. Compensation provided well by the company has a positive and good impact on employees, because employees feel that they are well cared for by the company. Previous research conducted by Susilo and Muhardono (2021) stated that the variables work motivation, work environment and compensation simultaneously influence organizational citizenship behavior, then Novita (2021) stated that "compensation has a significant positive effect on organizational citizenship behavior".

Previous research conducted by Hidayat and Lukito (2021) stated that "job satisfaction has a significant effect on organizational citizenship behavior", furthermore, Fauziridwan, Adawiyah, and Ahmad (2018) stated that "there is a positive influence between job satisfaction variables on OCB". Previous research conducted by (Adila 2020) stated that "Perception of organizational support has a positive and significant effect on organizational citizenship behavior (OCB)".

So this research can be proposed to measure the moderator variable, namely Perception of Organizational Support (Z) by moderating the independent variable, namely Compensation

(X1) and Job Satisfaction (X2) on the dependent variable, namely Organizational Citizenship Behavior (Y).

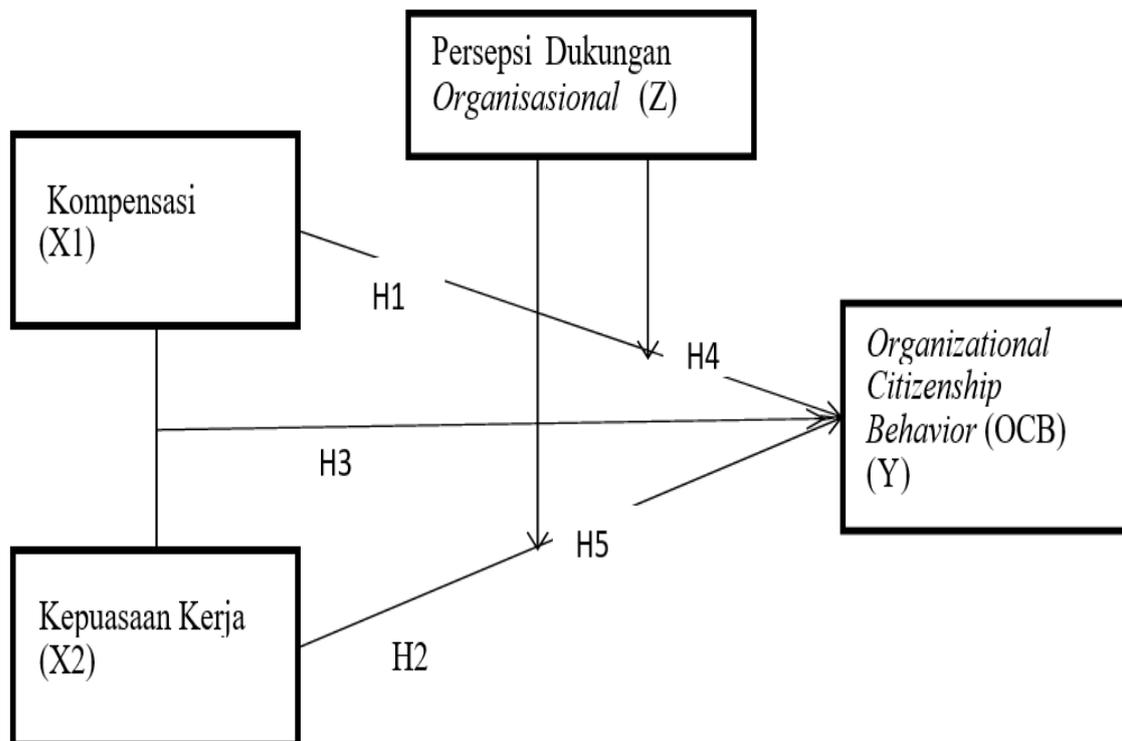


Figure 1. Thinking Paradigm

METHOD

The research method used in this research is quantitative research. “Quantitative research methods can be defined as research methods that are based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses.” (Sugiyono, 2017:8). The population in this study was 110 permanent employees at PT. Grahamas Intitirta Kuningan. The sampling technique in this research uses incidental sampling. Incidental sampling is a technique for determining samples based on chance, that is, anyone who coincidentally/incidentally meets the researcher can be used as a sample, if it is deemed that the person they happen to meet is suitable as a data source. Because the population exceeds 100 respondents, the researcher determined the sample size using the Slovin formula in Umar (2014: 78). Based on the calculation results above, a population of 110 has obtained a sample size of 86 samples. In this sampling, the researcher calculated the strata sampling determined according to the 53 work sections/units at PT. Grahamas Intitirta. The sampling calculation uses the proportional stratified random sampling technique.

The analytical methods used are Multiple Linear Regression Analysis, Moderated Regression Analysis, Partial Hypothesis Testing with the t Test and Simultaneously with the f Test. The tools used in this test are using the SPSS 25.0 for Windows computer program.

RESULTS AND DISCUSSION

Multiple Regression Analysis

Multiple regression analysis is used to determine the magnitude of the influence of several independent variables together on the dependent variable. To see the influence of Compensation and Job Satisfaction on Employee OCB, you can see the results of SPSS 25.0 for Windows calculations in the following Coefficients:

Table 1. F Multiple Regression Analysis Test

Model	Coefficients^a						Collinearity Statistics	
	Unstandardized Coefficients			Standardized Coefficients			Tolerance	VIF
	B	Std. Error	Beta	t	Sig.			
1 (Constant)	7.520	2.355		3.193	.002			
Kompensasi	.437	.095	.560	4.593	.000	.211	4.745	
Kepuasan Kerja	.268	.101	.324	2.659	.009	.211	4.745	

a. Dependent Variable: OCB

Based on the SPSS output results above, the following regression equation results are obtained:

$$Y = 7.520 + 0,437X_1 + 0,268X_2$$

As for reading the equation from the multiple regression above, it can be explained as follows:

1. The constant value is 7.520. This means that if there is no compensation and job satisfaction, then the amount of OCB is 7,520.
2. The correlation coefficient for the compensation variable is 0.437, which means it shows a positive (unidirectional) relationship between compensation and OCB. This means that for every increase in the compensation variable by 1, OCB will increase by 0.437.

The regression coefficient for the job satisfaction variable is 0.268, which means it shows a positive and significant relationship between job satisfaction and OCB. This means that for every increase in the job satisfaction variable by 1, OCB will decrease by 0.268.

Moderation Regression Analysis

In this moderation regression analysis, perceived organizational support becomes a moderating variable that will strengthen or weaken the relationship between compensation and job satisfaction variables on employee OCB.

Table 2. Moderation Regression Analysis Test Results for the Role of Perception Organizational Support (Z) in Moderating Relationships Between Compensation (X1) and Organizational Citizenship Behavior (Y)

Model	Coefficients^a					
	Unstandardized Coefficients			Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.	
1 (Constant)	23.353	1.356		17.223	.000	
Intraksi1	.012	.001		.854	15.030	

a. Dependent Variable: OCB

Based on the table above, it can be concluded that the role of perceived organizational support in moderating compensation for OCB, the results strengthen. This is proven by the value (Sig) < 0.05, namely 0.000 < 0.05 and the calculated t value > t table, namely 15,030 > 1,663, so H0 is rejected and Ha is accepted. So it can be concluded that the variable

perceived organizational support can moderate the relationship between compensation variables and is significant on OCB.

Table 3. Moderation Regression Analysis Test Results for the Role of Perception Organizational Support (Z) in Moderating Relationships Job Satisfaction (X2) on Organizational Citizenship Behavior (Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	24.492	1.457		16.814	.000
Intraksi2	.011	.001	.821	13.202	.000

a. Dependent Variable: OCB

Based on the table above, it can be concluded that the role of perceived organizational support in moderating job satisfaction with OCB, the results strengthen. This is proven by the value (Sig) < 0.05, namely 0.000 < 0.05 and the calculated t value > t table, namely 13,202 > 1,663, so H0 is rejected and Ha is accepted. So it can be concluded that the variable perceived organizational support can moderate the relationship between the job satisfaction variable and is significant on OCB

Coefficient of Determination

The coefficient of determination aims to measure how much influence compensation and job satisfaction have on OCB, so the coefficient of determination is used with the results which can be seen in the table below:

Table 4. Coefficient of Determination Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.740	.734	2.879

a. Predictors: (Constant), Kepuasan Kerja, Kompensasi

b. Dependent Variable: OCB

Based on the table above, it can be seen that the coefficient of determination R2 (Adjusted R Square) is 0.734, meaning that the contribution of compensation and job satisfaction together to OCB is 73% and the remaining 27% is influenced by other factors from the research

Hypotesis Test T Test (Partial)

The t test is carried out to test whether each independent variable has a significant influence on the dependent variable. The partial test can be determined by using the comparison tcount > ttable then the research hypothesis is partially accepted (significant) and if tcount < ttable then the partial research hypothesis is rejected with the following test criteria:

- if t_{count} > t_{table} then Ha is accepted and Ho is rejected.
- if t_{count} < t_{table} then Ha is rejected and Ho is accepted

Table 5. Coefficient of Determination Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	7.520	2.355		3.193	.002
Kompensasi	.437	.095	.560	4.593	.000
Kepuasan Kerja	.268	.101	.324	2.659	.009

a. Dependent Variable: OCB

Based on the table above, the t test results can be explained as follows:

- a. Based on the results of calculations using the SPSS Statistics 25 for Windows program as seen in table 8 above, it can be seen that the compensation variable (X1) has an influence on OCB. This is proven by the p-value (Sig) < 0.05, namely 0.00 < 0.05 and the Tcount > Ttable value, namely 4,593 > 1.663, so H0 is rejected and Ha is accepted. So it can be concluded that the compensation variable has a positive and significant effect on the OCB variable at PT. Grahamas Intitirta Kuningan.
- b. Based on the results of calculations using the SPSS Statistics 25 for Windows program as seen in table 8 above, it can be seen that the job satisfaction variable (X2) has an influence on OCB. This is proven by the p-value (Sig) < 0.05, namely 0.09 < 0.05 and the Tcount > Ttable value, namely 2,659 > 1.663, so this means that Ha is accepted and H0 is rejected, or in other words, job satisfaction has a positive effect and significant to OCB.

F Test (Simultaneous)

The F test aims to determine the influence of the independent variables together on the dependent variable, namely the Compensation variable (X1) and Job Satisfaction (X2) together on Organizational Citizenship Behavior (Y) with the following conditions:

If $F_{count} > F_{table}$, then Ho rejected Ha accepted.

If $F_{count} < F_{table}$, then Ho accepted Ha rejected

Table 6. F Test Results (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1960.596	2	980.298	118.299	.000 ^b
	Residual	687.788	83	8.287		
	Total	2648.384	85			

a. Dependent Variable: OCB

b. Predictors: (Constant), Kepuasan Kerja, Kompensasi

Based on the results of the table above, it can be seen that compensation and job satisfaction have a significant and significant effect on OCB. This is proven by the p-value (sig) < 0.05, namely 0.000 < 0.05 and the Fcount > Ftable value, namely 118,299 > 3.11, meaning that Ha is accepted and H0 is rejected, which means that the compensation and job satisfaction variables together have a significant influence. towards OCB.

CONCLUSION

Based on research results and data analysis results regarding the role of perceived organizational support (Z) in moderating the relationship between compensation (X1) and job satisfaction (X2) with organizational citizenship behavior (Y) on employees PT. Grahamas Intitirta Kuningan by testing 5 studies, it can be concluded as follows: Compensation has a positive and significant effect on organizational citizenship behavior in PT.Grahamas Intitirta employees. This means that when the compensation in the company is given according to what the employees want, organizational citizenship behavior will increase in employees in the company. Job satisfaction has a positive and significant effect on organizational citizenship behavior at PT.Grahamas Intitirta. Compensation and job satisfaction simultaneously or together have a positive and significant influence on organizational citizenship behavior at PT.Grahamas Intitirta. The role of perceived organizational support in moderating the relationship between compensation and organizational citizenship behavior at PT.Grahamas Intitirta. This means that when

compensation is supported by perceptions of organizational support, it has a positive and significant influence on organizational citizenship behavior. The role of perceived organizational support in moderating the relationship between job satisfaction and organizational citizenship behavior PT. Grahamas Intitirta. This means that when job satisfaction is supported by perceptions of organizational support, it has a positive and significant influence on organizational citizenship behavior.

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