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THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AND COMPENSATION ON EMPLOYEE PERFORMANCE FURNITURE MANUFACTURING INDUSTRY

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Abstract

This study investigates the impact of organizational citizenship behavior (OCB) and partial or full compensation on employee performance in the furniture manufacturing industry. The research population comprised employees of furniture manufacturing companies in Cirebon. A simple random sampling technique was employed, yielding a total of 57 respondents. Data was collected using questionnaires. Researchers employ normality and multicollinearity tests to verify that the data meets the assumptions for the chosen statistical models. The analysis employed multiple linear regression, a statistical technique that allows researchers to examine how multiple independent variables (X) influence a single dependent variable (Y). The study used statistical tests (coefficient of determination, t-tests, and F-tests) to measure how much employee performance (Y) can be explained by factors like organizational citizenship behavior (OCB) and compensation. Results showed a positive and significant impact (t-count > t-table: OCB = 7.214 > 2.004, Compensation = 6.608 > 2.004) from both factors (F-count > F-table: 33.297 > 3.17). All tests (partial and simultaneous) confirmed significance (sig value < 0.05).

Keywords: Organizational Citizenship Behavior (OCB), Compensation, and Employee Performance

INTRODUCTION

The fast-paced business landscape has compelled employees to enhance their competitiveness. To excel in this dynamic environment, companies require competent human resources. To achieve their goals, organizations seek qualified employees who can contribute optimally to realizing the company's vision. A company's triumph hinges on effective human resource management (HRM), as employees are the driving force behind achieving organizational objectives.

Employee performance is a critical factor influencing an organization's success. According to Dessler (2011:41) in Busro (2018:88), performance is defined as work achievement, which is the comparison between work output and established standards. In general, employee performance refers to an individual's effectiveness in completing assigned tasks

to achieve work targets. This necessitates that companies strive to create a high-performance environment to foster organizational growth with a competent workforce. High employee performance serves as a benchmark for a company's success. However, performance often faces challenges, including the inability to meet company targets, declining work morale, and a lack of motivation, which can hinder the achievement of organizational goals. Therefore, building employee morale requires direct understanding to enable employees to provide feedback to the company and deliver optimal results. Employees who demonstrate organizational citizenship behavior (OCB) are more likely to exhibit higher levels of performance.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

Employees take discretionary actions that go beyond their job duties, which is referred to as organizational citizenship behavior (OCB). These behaviors are not directly part of a formal reward system but contribute to the smooth and efficient operation of the organization. OCB encompasses a range of positive behaviors that go beyond the minimum job requirements, demonstrating employees' commitment and dedication to the organization's success.

Compensation

Compensation refers to the rewards or outcomes an individual receives for their work. It encompasses both direct and indirect forms of remuneration. When compensation is aligned with the time, effort, and mental exertion employees dedicated to the company, it fosters employee loyalty and encourages continued commitment.

Performance

Performance is defined as an individual's work output in fulfilling assigned tasks according to their position and expertise. It encompasses a sense of responsibility for one's actions and a dedication to achieving organizational goals. Employees' skills and enthusiasm contribute to maximizing their output and producing results aligned with the company's expectations.

METHODS

Research Methodology

Employing a quantitative research methodology, this study investigates a specific population or sample through the collection and analysis of numerical data, gathering data through research instruments and analyzing it using statistical techniques (numbers) to test hypotheses established by the researcher (Sugiyono 2017:8).

Population and Sample

According to Sugiyono (2017:80) defines a population as a broad set of elements chosen for investigation based on specific characteristics. This entire group serves as the foundation for research and drawing conclusions. In this study, the population of interest is the 130 permanent employees working in the Furniture Manufacturing Industry.

Since studying everyone can be impractical, researchers use samples. These are like mini-populations that represent the larger group. To ensure the representativeness of the research participants, this study employed a probability sampling technique called simple random sampling. This method involves selecting participants with an equal chance of being chosen. To ensure a 10% margin of error, researchers used Slovin's formula to determine a sample size of 57 people.

Analysis Method

Data analysis involved validity checks, reliability checks, classical assumption tests, and multiple regression. T-tests assessed individual variable effects, while f-tests examined the whole model. SPSS 23 software was used.

RESULT AND DISCUSSION

Validity and Reliability Test

According to (Sugiyono 2017:121) defines validity as a measure's ability to accurately capture what it's designed to assess. In this study, using a sample size of 57 respondents, the table value of r can be obtained, and the calculation is df = 57-2 = 55. Thus, df = 55, and the table value of r for significance is 0.05 = 0.2609.

A reliable instrument produces consistent results when used to measure the same thing multiple times. According to (Ghozali 2016:47) defines reliability as a measure of consistency in a questionaire. A reliable questionnaire yields consistent responses from the same person over time, typically indicated by a Cronbach's Alpha coefficient of 0.7 or higher.

Table 1 Validity and Reliability Test Results

Variable	No. Statement	R_{count}	R_{table}	Status	Cronbach's Alpha	Status
Organizational Citizenship Behaavior (OCB) (X_1)	1	0,695				
	2	0,641				
	3	0,629				
	4	0,529				
	5	0,521				
	6	0,635				
	7	0,604				
	8	0,511				
	9	0,581				
	10	0,621	0,2609	All Instrument are Valid	0,911	All Instrument are Reliabel
	11	0,698				
	12	0,479				
	13	0,576				
	14	0,611				
	15	0,399				
	16	0,434				
	17	0,597				
	18	0,485				
	19	0,435				
	20	0,454				
Kompensasi (X_2)	1	0,354				
	2	0,512				
	3	0,517	0,2609	All Instrument are Valid	0,816	All Instrument are Reliabel
	4	0,450				
	5	0,428				
	6	0,524				

Variable	No. Statement	R$_{count}$	R$_{table}$	Status	Cronbach's Alpha	Status
	7	0,456				
	8	0,343				
	9	0,403				
	10	0,484				
	11	0,310				
	12	0,281				
	13	0,409				
	14	0,560				
	15	0,402				
	16	0,370				
	1	0,562				
	2	0,545				
	3	0,529				
	4	0,407				
	5	0,541				
	6	0,512				
	7	0,444				
	8	0,440				
	9	0,397				
	10	0,575				
Kinerja (Y)	11	0,531	0,2609	All Instrument are Valid	0,870	All Instrument are Reliable
	12	0,471				
	13	0,441				
	14	0,495				
	15	0,460				
	16	0,532				
	17	0,438				
	18	0,503				

Multiple Linear Regression Test

Table 3 Multiple Linear Regression Test

Coefficients^a					
	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	14,022	5,929		2,365	,022
OCB	,348	,096	,455	3,636	,001

COMPENS ATION	,414	,147	,353	2,823	,007

a. Dependent Variable: PERFORMANCE

$$Y = 14,022 + 0,348\ X_1 + 0,414\ X_2$$

By analyzing the linear equation, we can understand how each independent variable affects the dependent variable. Here's a breakdown:

a. The constant value (a) of 14.022 indicates the predicted level of Employee Performance when both Organizational Citizenship Behavior (OCB) and Compensation are zero.

b. For every one-unit increase in Organizational Citizenship Behavior (OCB), employee performance is predicted to rise by 0.348 units, based on the regression coefficient (b1) of 0.348.

c. Just like with organizational citizenship behavior, a raise in compensation (by one unit, denoted by b2) is linked to a 0.414 unit increase in employee performance.

T Test

Tabel 4 T-Test Results

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	14,022	5,929		2,365	,022
OCB	,348	,096	,455	3,636	,001
COMPENSATION	,414	,147	,353	2,823	,007

a. Dependent Variable: PERFORMANCE

Drawing on data from Table 4, the analysis reveals statistically significant positive effects of both Organizational Citizenship Behavior (OCB) and Compensation on Employee Performance within the furniture manufacturing industry. The t-statistics (tcount) for OCB (3.636) and Compensation (2.823) exceed the critical value from the t-table (2.00404). Since these values are greater than the table value (tcount > table), we reject the null hypothesis (H0) that there's no effect and accept the alternative hypothesis (Ha) for both variables. In simpler terms, these findings confirm that both OCB and Compensation play positive and significant roles in influencing employee performance.

F Test

Tabel 5 F Test Results

ANOVA[a]

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	745,631	2	372,816	33,297	,000[b]
Residual	604,614	54	11,197		

| Total | 1350,246 | 56 |

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), COMPENSATION, OCB

Table 5 further strengthens the evidence. The F-statistic (Fcount) of 33.297 surpasses the critical value from the F-table (3.17). This statistically significant result (Fcount > Ftable) leads to the rejection of the null hypothesis (H0) that there's no combined effect and the acceptance of the alternative hypothesis (Ha). In other words, these findings confirm that Organizational Citizenship Behavior (OCB) and Compensation (X2) jointly exert a positive and significant influence on Employee Performance (Y).

CONCLUSIONS

The analysis of data on OCB (X1), Compensation (X2), and their influence on Employee Performance (Y) in the furniture industry reveals the following key findings: In Cirebon's furniture manufacturing industry, this research identified a strong, positive relationship between OCB (Organizational Citizenship Behavior) and employee performance. This means that employees who actively practice OCB behaviors and follow company rules tend to have higher performance.

The study also revealed that in Cirebon furniture manufacturing, compensation positively impacts employee performance. Employees tend to be more motivated and perform better when they receive higher and well-defined compensation. Furthermore, the combined effect of strong Organizational Citizenship Behavior (OCB) and clear compensation structures was found to have a positive and significant impact on employee performance. In simpler terms, when employees demonstrate OCB behaviors and the company offers clear compensation plans, both factors work together to improve employee performance.

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