

The Effect of Work Motivation and Compensation on Organizational Citizenship Behavior (OCB) with Job Satisfaction as a Mediating Variable at PT XYZ

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ABSTRACT

The purpose of this research is to examine PT XYZ organisational citizenship behaviour (OCB) via the lens of job satisfaction as a moderator between intrinsic motivation, pay, and other organisational factors. The problem of employees' deteriorating motivation and extra-role behaviour, especially in terms of loyalty and initiative, is the basis of this study, even though the company has implemented a competitive compensation system. The whole sample size of 156 employees was surveyed using a quantitative methodology in this study, including the head office and four operational warehouses. Data were collected using a five-point Likert scale questionnaire and analyzed using Partial Least Squares-based Structural Equation Modeling (SEM-PLS) version 3.0. The results show that work motivation has a positive and significant effect on OCB, as does compensation. However, job satisfaction did not positively and significantly mediate the effect of work motivation on OCB. Conversely, job satisfaction positively and significantly mediated the effect of compensation on OCB. Therefore, PT XYZ is advised to implement a well-structured compensation system and effective work motivation management in order to enhance job satisfaction and encourage employees' OCB within the company.

INTRODUCTION

Human resources (HR) are a strategic asset that determines the sustainability and growth of organizations. During the growth phase, companies face escalating operational complexity, immature structures, and role ambiguity, which may undermine work motivation and hinder extra-role behaviors such as *Organizational Citizenship Behavior* (OCB) (Bakarich et al., 2017; Cowen et al., 1984). Employees engage in OCB when they willingly do tasks that are not directly related to their job duties that improve the efficiency, effectiveness, and morale of the organisation (Greenberg, 2011; Organ et al., 2006). It includes five essential qualities: civic virtue, kindness, conscientiousness, sportsmanship, and selflessness—which have been proven to enhance overall organizational performance (Buil et al., 2019; Shim & Rohrbaugh, 2014; Vigoda-Gadot & Beeri, 2012).

This context is highly relevant for PT XYZ, a coffee agribusiness company still in its growth stage since its establishment in 2020. XYZ has partnered with more than 27,000 farmers and operates a head office in Bandar Lampung along with four warehouses located in Tanggamus, Lampung Barat, and Pagar Alam, employing a total of 156 employees. The distribution of its workforce indicates a relatively large scale for a young company; however, the management system and job specialization are not yet fully developed, leading to potential role conflicts and weak extra-role behaviors (Bakarich et al., 2017).

A preliminary survey conducted on 30 XYZ employees reinforces this indication. The results revealed that the average level of OCB participation was only 45.32%, with *sportsmanship* as the lowest-scoring dimension (33.3%) and *civic virtue* also relatively low (40%). This suggests that most workers find it difficult to remain silent in the face of less-than-ideal working conditions and show limited involvement in organizational activities outside regular working hours. Such conditions imply serious weaknesses in fostering a collaborative climate, reducing loyalty, and undermining the organization's ability to cope with increasing complexity (Graham & Van Dyne, 2006; Johansson & Hart, 2023).

Theoretically, two of the most frequently studied determinants of OCB are work motivation and compensation. Work motivation—whether intrinsic or extrinsic—is recognized as a primary driver of voluntary organizational behavior (Celeste et al., 2013; Ryan & Deci, 1985; Wahyu Ariani, 2011). Motivated workers are more inclined to go above and above, be self-controlled, and be loyal to their employer (Mostafa et al., 2019). Meanwhile, fair compensation—including base pay, benefits, salary increases, and pay administration systems—creates a perception of justice and recognition that fosters extra-role contributions (Heneman et al., 1985; Kim & Jang, 2020; Rahman et al., 2018).

However, findings from prior studies remain inconsistent. Some studies reported OCB has a positive and strong correlation with intrinsic motivation in the workplace (Dharma, 2018; Rumengan et al., 2022), while others found no significant effect or suggested an indirect relationship through mediating variables (Fatinabilah & Dwiarti, 2025; Wulandari et al., 2023). Similarly, while certain studies demonstrated that compensation positively affects OCB (Seran et al., 2021; Fathkhurrahman et al., 2024), others indicated a negative effect

(Stephanie et al., 2024). These inconsistencies suggest that the influence of motivation and compensation on OCB may not always be direct but rather mediated by other factors.

There is a suggestion that job happiness might have a moderating role. Job satisfaction, in theory, is a reflection of how workers value their contributions relative to the perks they get from their jobs (Zulkarnain et al., 2020; Qalati et al., 2022). Previous research has shown that a happy worker is one who is well-motivated and receives a fair wage (Basalamah et al., 2021; Xu et al., 2022; Mohrenweiser et al., 2023), which in turn promotes OCB (Nasution et al., 2024; Wang et al., 2024; Banwo et al., 2020). Thus, job satisfaction is believed to be the psychological mechanism that links motivation and compensation to OCB.

From this discussion, a clear research gap can be identified. First, research on the impact of intrinsic motivation, pay, and benefits on OCB is mixed, and this is especially true for companies that are experiencing rapid expansion. Second, there has been very little research on the connections between OCB, job satisfaction, intrinsic motivation at work, and financial compensation. Third, most investigations into OCB have concentrated on well-established organizations with stable structures, such as banking, large-scale manufacturing, or multinational companies (Sarwar et al., 2025; Fernandes et al., 2023; Xu et al., 2023). Consequently, the context of a growing company like XYZ with its dispersed workforce, immature systems, and low OCB levels as indicated by the preliminary survey – has not been adequately explored.

Therefore, examining the role of job satisfaction as a mediator between workers' motivation and pay on OCB is the purpose of this research. The participants in this study are employees of PT XYZ. A theoretical contribution is anticipated from this study by clarifying the psychological mechanism that links motivational and compensation factors with extra-role behavior, and practically by providing insights for XYZ management to design HR policies that foster stronger OCB in the midst of organizational growth challenges.

THEORETICAL REVIEW

Work Motivation

What drives, inspires, and maintains workers' actions in pursuit of organisational objectives are known as "work motivation". It can arise from incentives, recognition, competition, or external pressures (Muflihin, 2024), and is effective when job demands are perceived as reasonable (Amin et al., 2021). Motivation reflects attitudes and aspirations that drive purposeful action (Bandhu et al., 2024; Leeuwen, 2009) and consists of behavioral strength and direction (Sharma & Aparicio, 2022). It is commonly classified as intrinsic, driven by enjoyment and satisfaction, and extrinsic, driven by rewards or external pressures (Shafi et al., 2020; Jaiswal & Dewan, 2022). Work motivation influences performance both directly and indirectly (Wang et al., 2024) and acts as a positive source of energy leading to recognition and self-fulfillment (Hauser et al., 2015). Needs and hygiene elements are emphasised in classical approaches like "Maslow's hierarchy" and "Herzberg's two-factor theory", while Self-Determination Theory highlights the continuum from intrinsic to extrinsic

motivation (Ryan & Deci, 1985). Measurement approaches such as Gagné et al. (2010) in order to convey the main differences, Motivation at Work Scale frequently simplifies to intrinsic vs. extrinsic motivation (Zeng et al., 2022). In sum, work motivation is a key antecedent shaping employee satisfaction and extra-role behaviors in organizations.

Compensation

Total benefits offered by organisations in return for employee contributions are known as compensation. This includes both monetary components such as basic salary, allowances, and incentives as well as non-monetary benefits, such as public acclaim, opportunities for advancement, and positive work settings (Chiu et al., 2002; Kulikowski et al., 2023). Based on Discrepancy Theory (Lawler, 1971), satisfaction with compensation are influenced by the disparity between workers' expectations and their actual pay. Level of pay, benefits, annual raises, and administration and structure of pay are the four components that make up compensation according to Heneman et al. (1985). Compensation is influenced by factors such as labor market conditions, organizational financial capacity, employee productivity, cost of living, and macroeconomic stability. Accordingly, Aside from being a tool for making money, compensation may also serve as a tool for achieving long-term goals to build loyalty, motivation, and positive behavior among employees.

Organizational Citizenship Behavior (OCB)

When employees voluntarily engage in actions that aren't explicitly required of them but improve their company's productivity and performance significantly, this is called organisational citizenship behaviour (OCB) (Organ, 1988; Organ et al., 2006; Lovaas et al., 2018). Employees' extra-role contributions are represented by five characteristics of OCB identified by Podsakoff et al. (2000): "altruism, conscientiousness, sportsmanship, courtesy, and civic virtue". These behaviors include helping colleagues, demonstrating responsibility, tolerating less-than-ideal conditions, preventing conflict through effective communication, and actively participating in organizational life (Abbasi et al., 2022; Casu et al., 2021). Another popular framework for understanding OCB is Social Exchange Theory, which places an emphasis on the mutually beneficial connections that exist between companies and their employees (Blau, 1964; Konovsky & Pugh, 1994). It is considered a form of prosocial behavior that strengthens team cohesion, enhances morale, and sustains organizational continuity (Heaton et al., 2019; Suardhika et al., 2024). Various studies highlight the role of OCB in boosting productivity, fostering collaborative work climates, and improving organizational adaptability in complex environments (Zúñiga et al., 2022; Vigoda-Gadot & Beerli, 2011). Thus, OCB is an essential indicator of employees' extra-role contributions that underpin organizational success and long-term competitiveness (Podsakoff et al., 2009; Rafiei, 2017; Mohamed, 2016; Gong et al., 2018).

Job Satisfaction

When an employee is happy with their job and the conditions in which they work, they are said to be experiencing job satisfaction (Locke, 1976; Spector, 1997). Satisfaction is created by motivators like responsibility, recognition, and achievement, whereas dissatisfaction is avoided through hygiene factors such as working conditions and salary, as explained in “Herzberg’s Two-Factor Theory” (Sachau, 2007). Job satisfaction is influenced by personal characteristics (e.g., age, experience, values), job aspects (e.g., task variety, promotion opportunities, job stability), and organizational factors (e.g., leadership, culture, perceived fairness of compensation) (Mangkunegara, 2017; Kreitner & Knicki in Triatna, 2015). Robbins and Judge (2017) explain that employee responses to dissatisfaction may take the form of exit, voice, neglect, or loyalty, underscoring its importance in shaping workplace behavior. As a psychological construct, One of the most important mediators between motivation, compensation, and OCB is job satisfaction, which in turn promotes engagement, loyalty, and OCB (Herzberg, 1959; Armstrong, 2006; Thangaswamy & Thiyagaraj, 2017).

The Effect of Work Motivation on Organizational Citizenship Behavior

Both internal and external factors might motivate workers to go above and beyond what is required of them in the workplace (Ryan & Deci, 1985; Organ et al., 2006). Empirical studies by Dharma (2018), Rumengan et al. (2022), and Sari (2022) confirmed OCB is positively and significantly correlated with how motivated one is to work.

H1: “Work motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB)”.

The Effect of Compensation on Organizational Citizenship Behavior

Fair and adequate compensation enhances employee loyalty and stimulates voluntary behaviors such as helping teammate and maintaining sportsmanship (Lawler, 1971; Heneman et al., 1985). Findings from Seran et al. (2021), Fathkhurrahman et al. (2024), and Wisanggeni et al. (2024) demonstrated that compensation significantly increases OCB.

H2: “Compensation has a positive and significant effect on OCB”.

The Effect of Work Motivation on OCB through Job Satisfaction

Job satisfaction is higher among highly motivated workers, and this satisfaction translates into greater engagement in extra-role behaviors (Herzberg, 1959; Locke, 1976). Nasution et al. (2024) found that job satisfaction significantly mediates the effect of work motivation on OCB.

H3: “Job satisfaction mediates the positive effect of work motivation on OCB”.

The Effect of Compensation on OCB Through Job Satisfaction

Job satisfaction, enhanced by competitive and fair remuneration, promotes organisational citizenship behaviours (OCB) including conscientiousness and civic virtue (Heneman et al., 1985; Luthans, 2011). Empirical evidence by Angelina & Subudi (2014) and Utami et al. (2022)

confirmed that contentment in one's work position has a crucial mediating role in the connection between compensation and OCB.

H4: "Job satisfaction mediates the positive effect of compensation on OCB".



Figure 1. Research Model

METHODOLOGY

Measurement

Organisational citizenship behaviour (OCB) is the dependent variable in this study, with job satisfaction serving as a mediator between OCB and other factors including work motivation and remuneration. Indicators of both internal and external regulation were used to quantify motivation at work (Gagné et al., 2010). Level of pay, annual raises, benefits, and pay structure and administration were the four factors used to evaluate compensation (Heneman et al., 1985). The Global Satisfaction Index was used to quantify job satisfaction (Agho et al., 1992). Charity, diligence, sportsmanship, politeness, and civic virtue were the five criteria used to evaluate OCB (Organ et al., 2006). On a five-point Likert scale, where 1 indicates strong disagreement and 5 indicates strong agreement, each item was evaluated.

Data Analysis Methods

Structured questions were disseminated online via Google Form as part of this study's quantitative survey strategy. The data was analysed using Partial Least Squares-Structural Equation Modelling (PLS-SEM) using SmartPLS 3.0. This method is suitable for small to medium sample sizes, reflective constructs, and predictive-oriented research (Hair et al., 2020). We used convergent and discriminant validity as well as Cronbach's alpha and composite reliability to check the validity and reliability of the data before we tested our hypotheses. At the 5% level of significance, the bootstrapping method was used to test hypotheses.

Population

The population of this study comprised all 156 employees of PT XYZ, consisting of staff at the head office in Bandar Lampung and four warehouses located in Tanggamus, Lampung Barat, and Pagar Alam. Because of the manageable size of the population, this study used a census technique, which included the entire population as a research sample.

RESULTS

Characteristics of Respondents

Based on the questionnaire responses from 156 employees of PT XYZ, the majority of respondents were male, totaling 119 people (76.3%), while female employees accounted for 37 people (23.7%). In terms of age, most respondents were in the productive range of 25–29 years, with 56 people (35.9%), followed by 23 people aged 30–34 years (14.7%) and 28 people aged 20–24 years (17.9%). Regarding marital status, the majority were married, with 85 respondents (54.5%), while 71 respondents (45.5%) were unmarried. In terms of educational background, most respondents had completed senior high school or its equivalent, totaling 77 people (49.4%), followed by 51 people with a bachelor’s degree (32.7%), 19 people with a diploma (12.2%), and 9 people with a postgraduate degree (5.8%). Meanwhile, in terms of work tenure, the largest group had worked for 1–2 years, totaling 69 people (44.2%), followed by 44 people with 3–4 years (28.2%), 23 people with less than 1 year (14.7%), and 20 people with 5 years or more (12.8%). These findings indicate that the workforce of PT XYZ is predominantly composed of young male employees with a senior high school education background and work experience of 1–2 years, yet supported by employees with higher education and longer tenure to maintain balance and competence within the company.

Data Analysis

Measurement Model (Outer Model)

To assess the connection between latent constructs and their indicators, the PLS method was used to examine the measurement model (outer model). Indicators' contributions to their respective constructs are visualised at this step, which also indicates if the measurement is adequate before structural testing. The SmartPLS output was utilised as the foundation for evaluation focussing on convergent validity, discriminant validity, and reliability.

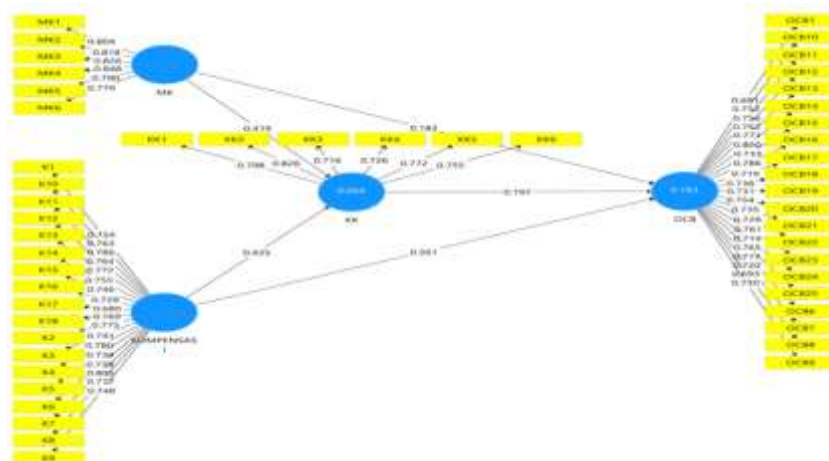


Figure 2. Display of SEM-PLS Validity and Reliability Test (Outer Model)

Convergent Validity and Reliability

The degree to which a construct's indicators are substantially comparable to one another is a measure of its convergent validity. Outside loadings, AVE (Average Variance Extracted), and reliability indices are used to evaluate it. According to Hair et al. (2022), indicators are considered valid if the outer loading is ≥ 0.70 , while items between 0.40–0.70 may be retained if their removal does not improve model quality, and indicators < 0.40 should be eliminated. When the average variance explained by the construct reaches 0.50, it means that the construct accounts for more than half of the indicator variation.

When assessing dependability, we utilised both Cronbach's Alpha and Composite Reliability (CR). It is deemed sufficient when Cronbach's Alpha is 0.70 or above for internal consistency, though it tends to underestimate reliability. CR, considered more robust, should range between 0.70–0.95 to avoid redundancy. Based on Table 1, all constructs meet these requirements: AVE values were above 0.50 (Motivation = 0.658, Compensation = 0.573, OCB = 0.551, Job Satisfaction = 0.587). Results for Cronbach's Alpha and CR were in the range of 0.859 to 0.959 and 0.895 to 0.963, respectively. These findings verify that the reliability and convergent validity requirements are satisfied by the measurement methodology, ensuring the constructs are both valid and internally consistent.

Table 1. Convergent Validity and Reliability Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Motivation	0.896	0.897	0.920	0.658
Compensation	0.956	0.957	0.960	0.573
OCB	0.959	0.959	0.963	0.551
Job Satisfaction	0.859	0.862	0.895	0.587

Discriminant Validity

Discriminant validity was examined through cross-loading analysis. Evidence of the uniqueness of the latent variables is provided by the indicators' higher loadings on their own constructs compared to other constructs. This indicates that all constructs meet the discriminant validity criteria according to Henseler et al. (2015).

Structural Model (Inner Model)

Using the coefficient of determination (R^2), the structural model (inner model) was evaluated.

R-Square (R^2)

The R^2 number is one way to see how much of a difference independent variables make in explaining the dependent variable's fluctuation. As presented in Table 2, job satisfaction achieved an R^2 of 0.664 (Adjusted 0.660), showing that 66.4% of its variance is explained by motivation and compensation, categorized as moderate to strong (Chin, 1998). Meanwhile, OCB obtained an R^2 of 0.783 (Adjusted 0.779), meaning 78.3% of its variance is explained by motivation,

compensation, and job satisfaction, which falls into the strong category. These results confirm it is possible to explain a great deal using this approach.

Table 2. R-Square Results

Variabel	R Square	R Square Adjusted
Job Satisfaction	0,664	0,660
Organizational Citizenship Behavior	0,783	0,779

Hypothesis Testing

Once the structural model fulfilled the assessment requirements, hypothesis testing in PLS-SEM was carried out. In order to create an empirical distribution, the strategy used the bootstrapping method, a non-parametric resampling technique that draws samples from the original dataset repeatedly. This method allows one to compute p-values, t-statistics, and standard errors even when data is not normally distributed. If the t-statistic is greater than or equal to 1.96 and the p-value is less than or equal to 0.05 at the 5% significance level, the hypothesis is considered accepted according to Hair et al. (2020). Figure 3 shows the visual representation of the process's outcomes.

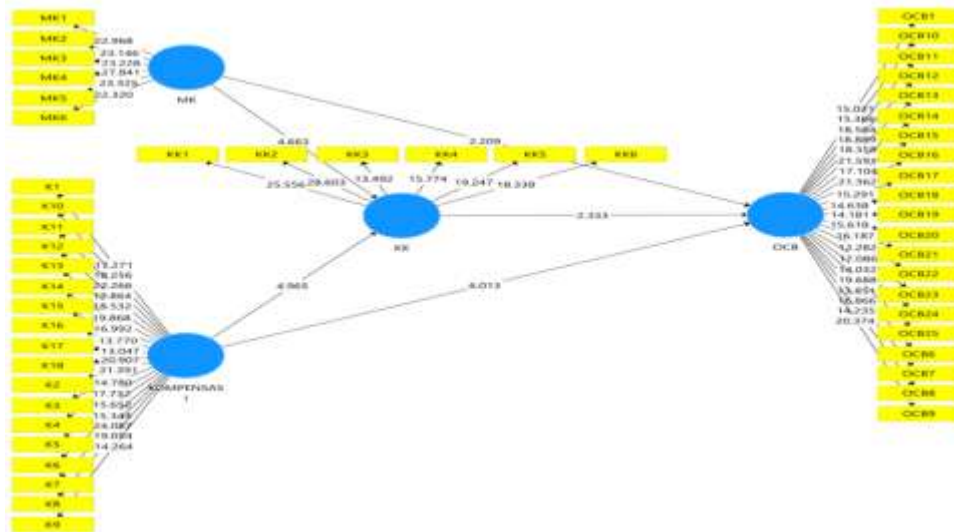


Figure 3. Display of the PLS-SEM Output of the Hypothesis Test

The research model is shown in Figure 3, which also shows the size of each route coefficient and the interactions among the variables. Table 6 provides a more succinct explanation of this example.

Table 3. Path Coefficient Values from Bootstrapping

	t-Statistics	p-Values	Result
Work Motivation -> OCB	2.162	0.031	Supported
Compensation -> OCB	6.109	0.000	Supported
Work Motivation -> Job Satisfaction -> OCB	1.822	0.069	Not Supported
Compensation -> Job Satisfaction -> OCB	2.358	0.019	Supported

DISCUSSION

Organisational citizenship behaviour (OCB) at PT XYZ variables like work satisfaction were shown to have an impact, financial incentives, and intrinsic drive. The first hypothesis (H1) is supported, suggesting a positive and robust association between OCB and job motivation. Motivated employees are more likely to go the extra mile for their colleagues, show initiative, and stick with the organisation no matter what. This result aligns with Rioux and Penner (2001), who emphasized that one important factor that drives OCB is intrinsic motivation, which is the degree to which employees are eager to participate even in the absence of direct cash compensation. Similarly, Dharma (2018) and Rumengan et al. (2022) corroborated the results of Suhepi and Syah (2018) that motivation is critical for improving performance and extra-role behaviour.

The second hypothesis (H2) is also supported, because pay affects OCB, as shown by the outcomes. Employees who perceive the compensation system as fair and transparent feel valued, which encourages them to make positive contributions beyond their formal tasks. The importance of compensation in encouraging OCB is shown by this study, which supports the position put out by Nasurdin et al. (2015). Employees' financial rewards are important, but compensation should also be seen as a way to foster a sense of emotional investment in the company (Cabanas et al., 2020). Likewise, Tang et al. (2023) and Wisanggeni et al. (2024) affirmed that an effective compensation system promotes voluntary behavior and employee loyalty. Therefore, compensation can be considered a strategic instrument for enhancing OCB.

In contrast, No evidence is found to support the third hypothesis (H3). According to the findings, job satisfaction plays little to no mediating role in the connection between intrinsic motivation at work and OCB. In line with this conclusion, prior research by Priscilla (2024), Farisi et al. (2021), and Nilasari et al. (2022) discovered that job satisfaction did not have a substantial mediating role in the connection between OCB and motivation. According to these research, employees' extra-role behaviour is more strongly impacted by intrinsic motivation than by their subjective assessments of job satisfaction. Similarly, the present study suggests that at PT XYZ, employees with strong intrinsic motivation tend to directly display OCB, without requiring job satisfaction as an intervening mechanism.

Conversely, As a result, concluded that work satisfaction plays a mediating role in the connection between OCB and remuneration, lending credence to the fourth hypothesis (H4). When workers are paid a fair wage, they are more invested in their work and more likely to go above and beyond in their work for the benefit of the company. Utami et al. (2022) and Angelina and Subudi (2014) shown that work satisfaction enhances the impact of remuneration on OCB, which is consistent with this findings. Similarly, Bachtiar et al. (2024) highlighted that compensation is more effective in fostering OCB when job satisfaction acts as a psychological mediator.

Overall, this study confirms that work motivation and compensation are essential determinants of OCB, but they operate through different mechanisms. Motivation directly influences OCB, as a result of both direct and indirect effects

on job satisfaction, compensation influences OCB. The results add to the existing body of knowledge by highlighting the significance of job satisfaction as a moderator, particularly within the context of a growing agribusiness company such as PT XYZ. Practically, the study suggests that enhancing OCB requires a combination of strategies that strengthen intrinsic motivation and ensure a fair and transparent compensation system.

CONCLUSIONS AND RECOMMENDATIONS

This study demonstrates that PT XYZ organisational citizenship behaviour (OCB) is heavily impacted by work motivation and compensation. Motivation directly drives employees to display extra-role behaviors, while compensation operates both directly and indirectly through job satisfaction, which serves as a meaningful mediator. These results underline the importance of enhancing intrinsic motivation while ensuring fair, transparent, and competitive compensation systems to foster loyalty, initiative, and cooperation. Practically, the company is advised to strengthen motivation programs through training and career development, optimize compensation policies, and improve non-financial aspects of satisfaction such as leadership support, communication, and work environment in order to reinforce OCB and organizational performance.

FURTHER STUDY

Although this research offers valuable insights, it is limited by its single-company scope, short data collection period, restricted variables, and reliance on self-reported questionnaires. Leadership style, organisational support, and workload are other characteristics that should be included in future studies, along with bigger and more varied samples across industries, and apply longitudinal or multi-group analysis to better capture the dynamics of OCB in different organizational contexts.

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