

THE INFLUENCE OF MOTIVATION AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT PT. BINTANG SAYAP UTAMA (GAJAH BARU) JEMBER

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ABSTRACT

The kretek cigarette industry has reaped many polemics and problems throughout the existence of this industry. There are many problems that must be faced, starting from controlling raw materials, sales innovation, to dealing with the government. Of course this will have an impact on cigarette companies. This has a direct impact on the Company's employees or industrial workforce. In fact, many cigarette companies have gone out of business and laid off their employees as a result of high cigarette excise rates. The aim of this research is to determine the direct and indirect influence on Organizational Citizenship Behavior (OCB) at PT. Main Wing Star (New Gajah) Jember. The population in this study were employees of PT. The main wing star (Gajah Baru) Jember, numbering 31 workers. The sampling method uses a saturated sampling technique. The research method uses the path analysis method with the SmartPLS data processing tool. The results of this study show that (1) Motivation has no direct effect on job satisfaction (2) organizational culture has a significant direct effect on organizational citizenship behavior (3) Motivation has a significant direct effect on organizational citizenship behavior (4) organizational culture has no effect directly on organizational citizenship behavior (5) Job satisfaction has a significant direct effect on organizational citizenship behavior (6) Motivation has no indirect effect on organizational citizenship behavior through job satisfaction (7) organizational culture has no indirect effect on organizational citizenship behavior.

Keywords: Organizational Citizenship Behavior (OCB); Motivation; Organizational Culture; Job Satisfaction.

1. INTRODUCTION

The development of science and technology has driven the progress of the business world both in the service and non-service sectors, and increased business competition between companies. This progress also has an impact on human resource management (HR), where many companies are starting to use technology to improve the efficiency and effectiveness of employee performance. In this context, motivation and organizational culture are important factors that influence employee job satisfaction and Organizational Citizenship Behavior (OCB). Motivation is an internal motivation that directs a person to achieve certain goals, and organizational culture includes values, norms, and beliefs held by all members of the organization. This second factor has a significant influence on employee job satisfaction, thus facilitating the emergence of OCB, namely OCB with job satisfaction as its intervening variable. The research sample consisted of 31 employees of PT Bintang Sayap Urama Jember who were selected using saturated sampling techniques. The research method used for analysis is a path using management tools. By understanding the dynamics of motivation, organizational culture, and job satisfaction, companies can develop more effective strategies to improve employee OCB. As a result, companies are expected to face increasingly tight business competition.

2. LITERATURE REVIEW

According to Dessler (2015:3), human resource management is the process of acquiring, training, assessing, and renewing employees and of managing labor relations, health and safety, and matters relating to fairness. Human resource management (HRM) is seen as playing an increasingly important role in the success of an organization, so many organizations now realize that humans in an organization can provide a competitive advantage. Therefore, human resource management is related to an organization's formal planning system to determine the effectiveness and efficiency seen in realizing organizational goals. According to Titisari (2014) defines motivation as a tendency to be active that starts from an inner drive and ends with self-adjustment. Motivation is a condition that directs employees to achieve organizational goals. In other words, motivation is a condition that drives or causes someone to unconsciously carry out certain actions or activities and motivation itself is divided into intrinsic and extrinsic motivation. According to Riana Ida Bagus and L Gede (2014; 248) defines organizational culture as a system of shared meanings held by

members that distinguish the organization from other organizations. Organizational Citizenship Behavior (OCB) is a work behavior carried out voluntarily by employees in an organization, which goes beyond their job descriptions to improve organizational performance (Robbins and Judge, 2015). OCB indicators include altruism, sportsmanship, thoroughness, politeness, and civic virtue (Endah, et al., 2018). According to Afandi (2018) Job satisfaction is an effectiveness or emotional response to various aspects of work. A set of employee feelings about the pleasure or not of their work. Overall job satisfaction for an individual is the sum of job satisfaction (from each aspect of the job) multiplied by the degree of importance of the aspect of the job to the individual.

3. RESEARCH METHODOLOGY

PT Bintang Sayap Utama is a distributor of a company engaged in the cigarette sector with the brand "Gajah Baru" which is quite dominant in the market and is centered in Malang Regency, East Java. PT. Bintang Sayap Utama was chosen because the basis for its appointment, the variables used in this study include Motivation, Organizational Culture, Organizational citizenship behavior and Employee Job Satisfaction. where PT. Bintang Sayap Utama as one of the cigarette companies that has just started operating in Jember Regency is expected to be a recommendation for similar companies. In determining the significance of exogenous variables on endogenous through mediation, researchers use a quantitative approach that presents accurate statistical data clusters with the help of SmartPLS data processing tools. The model built in this study is a research construct with intervening variables as connecting variables from exogenous to endogenous. The stages in this study are by testing the measurement model (Outer Model) and the structural model (Inner Model). Evaluation of the measurement model with the equation:

$$\begin{aligned} X &= \Lambda X\xi + \varepsilon X \\ Y &= \Lambda Y\eta + \varepsilon Y \end{aligned}$$

Where x and y are indicators for exogenous and endogenous latent variables, respectively, and λ is a loading matrix that describes the simple regression coefficients that relate the latent variables to their indicators. then conduct a convergent validity test with the validation function of this research data with the formula:

$$AVE = \frac{\sum_{i=1}^n \lambda_i^2}{n}$$

The parameters of this formula are to ensure that the Indicator is considered valid if the Average Variance Extracted (AVE) value is greater than 0.5 or if all outer loadings of the indicator on the variable dimension have a value > 0.5. After that, it can be continued with discriminant validity. Discriminant validity is achieved if two different instruments, which measure two different constructs, are not correlated with each other and produce uncorrelated scores. The Discriminant validity formula is to look at the results of the cross loading test and the Fornel-Larcker Criterion test. After the data is declared valid, the next stage is to test the reliability of the research data. The reliability test can be seen from the composite reliability value. Composite reliability is the accepted limit value for the composition reliability level (PC) is 0.7. with the formula:

$$pc = \frac{(\sum \lambda)^2}{(\sum \lambda)^2 + \sum_i var(\varepsilon_i)}$$

when the data has been declared reliable and valid, then the structural model testing (inner model) can be done. The inner model consists of various stages, namely R-Square, Q-Square, Quality Index, Hypothesis Testing and SEM analysis with Mediation. R-Square with the function of measuring the predictive strength of the structural model is to determine the combined effect of exogenous on endogenous. the higher the R-Square value, the better the prediction of the research model. Furthermore, Q-Square functions to determine the magnitude of predictive relevance, namely measuring how good the observation value is produced by the model and how good the estimation of the construct parameters is. Furthermore, there is a quality index test to determine how good the research model instrument is carried out on the object of PT. Bintang Sayap Utama with the formula:

$$GoF = \sqrt{Com \times R^2}$$

After the instrument is declared good and the whole states that the object of PT. Bintang Sayap Utama Jember can pass the R-Square, Q-Square and Quality Index tests, the next step is the Hypothesis test, namely the test of the direct influence of exogenous variables on endogenous and the test of indirect influence with the significance value parameters used (two-tailed) are t-value 1.65 (significance level = 10%), 1.96 (significance level = 5%), and 2.58 (significance level = 1%).

4. RESULTS AND DISCUSSION

In this study, a previous convergent validity test was conducted based on questionnaire data from employees of PT. Bintang Sayap Utama Jember.

Table 1 Outer Loading Result

	Organizational Culture (X2)	Job Satisfaction (Z)	Motivation (X1)	OCB (Y)
X1.2			0.847	
X1.3			0.796	
X1.4			0.897	
X1.5			0.579	
X2.1	0.740			
X2.2	0.780			
X2.3	0.615			

X2.4	0.825			
Y1.1				0.673
Y1.2				0.721
Y1.4				0.896
Y1.6				0.690
Z.1		0.767		
Z.2		0.677		
Z.3		0.897		
Z.4		0.623		
Z.5		0.828		
Z.6		0.611		

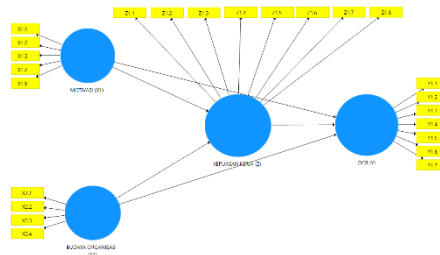
Source: SmartPLS Output, 2024.

Table 2 Average Variance Extracted Result

Construct	AVE
Organizational Culture (X2)	0.553
Job Satisfaction (Z)	0.550
Motivation (X1)	0.623
OCB (Y)	0.563

Source: SmartPLS Output, 2024.

Picture 1 Structural Testing of Algorithmic Models (01)



Source: SmartPLS Output, 2024.

then conduct a Discriminant Validity test to determine the correlation score between research constructs at PT. Bintang Sayap Utama Jember.

Table 3 Cross Loading Result

Construct	Organizational Culture (X2)	Job Satisfaction (Z)	Motivation (X1)	OCB (Y)
X1.2	0.543	0.471	0.847	0.624
X1.3	0.493	0.495	0.796	0.555
X1.4	0.716	0.538	0.897	0.591
X1.5	0.575	0.358	0.579	0.406
X2.1	0.740	0.431	0.594	0.390
X2.2	0.780	0.623	0.557	0.470
X2.3	0.615	0.450	0.445	0.548
X2.4	0.825	0.581	0.583	0.461
Y1.1	0.470	0.442	0.438	0.673
Y1.2	0.428	0.551	0.521	0.721
Y1.4	0.547	0.570	0.592	0.896
Y1.6	0.455	0.478	0.527	0.690
Z.1	0.524	0.767	0.475	0.648
Z.2	0.513	0.677	0.481	0.373
Z.3	0.539	0.897	0.431	0.589
Z.4	0.499	0.623	0.474	0.291
Z.5	0.648	0.828	0.455	0.565
Z.6	0.434	0.611	0.348	0.503

Source: SmartPLS Output, 2024.

Table 4 Fornell Larcker criterion Result

Construct	Organizational Culture (X2)	Job Satisfaction (Z)	Motivation (X1)	OCB(Y)
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(Z)				
Organizational Culture (X2)	0.744			
Job Satisfaction (Z)	0.713	0.742		
Motivation(X1)	0.733	0.595	0.789	
OCB(Y)	0.634	0.685	0.697	0.750

Source: SmartPLS Output, 2024.

After conducting a validation test of the employee questionnaire data of PT. Bintang Sayap Utama Jember, the next step is to ensure that the data is declared reliable and worthy of being tested in the next stage.

Table 5 Chronbach Alpha dan Composite Reliability Result

Construct	Cronbach's Alpha	Reliabilitas Komposit
Organizational Culture (X2)	0.726	0.831
Job Satisfaction (Z)	0.830	0.878
Motivation (X1)	0.789	0.866
OCB (Y)	0.734	0.835

Source: SmartPLS Output, 2024.

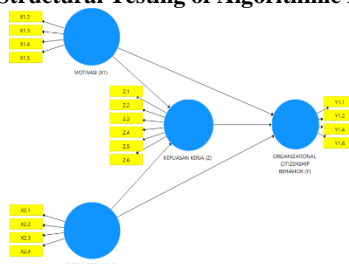
After the data is declared valid and reliable, the next step is the R-Square test to determine the magnitude of the exogenous influence on the endogenous.

Table 6 R-Square Result

Construct	R Square	Adjusted R Square
Job Satisfaction (Z)	0.519	0.485
OCB(Y)	0.599	0.554

Source: SmartPLS Output, 2024.

Picture 2 Structural Testing of Algorithmic Models (02)



Source: SmartPLS Output, 2024.

Next, after meeting the R-Square value, the Q-Square test is carried out to determine the magnitude of the predictive relevance of the research model that was built.

Table 7 Q-Square Result

Construct	SSO	SSE	Q² (=1-SSE/SSO)
Organizational Culture (X2)	124.000	124.000	
Job Satisfaction (Z)	186.000	141.239	0.241
Motivation (X1)	124.000	124.000	
OCB (Y)	124.000	89.950	0.275

Source: SmartPLS Output, 2024.

After that, test the quality index to find out whether the quality of the model built is feasible or not.

Table 8 Quality Index Result

Variabel	AVE	R Square
Motivation	0.623	
Organizational Culture	0.553	
OCB	0.563	0.599
Job Satisfaction	0.550	0.519
Average	0,57225	0,559

Source: SmartPLS Output, 2024.

$$GoF = \sqrt{Com \times R^2} = 0,42286788983$$

When all the tests above have been met, then a hypothesis test to prove direct and indirect effects can be carried out.

Table 9 Direct Effect Result

Construct	Original Sample	T Statistik	P Values	hypothesis
(X2) -> (Z)	0.597	3.118	0.002	Accepted
(X2) -> (Y)	0.023	0.105	0.917	Rejected
(Z) -> (Y)	0.408	2.161	0.031	Accepted
(X1) -> (Z)	0.157	0.773	0.440	Rejected
(X1) -> (Y)	0.438	2.872	0.004	Accepted

Source: SmartPLS Output, 2024.

SEM test with mediation effect, namely employee job satisfaction of PT. Bintang Sayap Utama Jember.

Table 10 Indirect Effect Result

Construct	Original Sample	T Statistik	P Values	hypothesis
(X2) -> (Z) -> (Y)	0.244	1.622	0.105	Rejected
(X1) -> (Z) -> (Y)	0.064	0.682	0.496	Rejected

Source: SmartPLS Output, 2024.

This study shows that in DSO Gajah Baru Jember, motivation does not have a significant effect on job satisfaction but has a significant effect on Organizational Citizenship Behavior (OCB). On the other hand, organizational culture has a significant effect on job satisfaction, but not OCB. Job satisfaction is an important factor in increasing OCB. These results indicate that to encourage OCB, companies need to strengthen their organizational culture and create a work environment that increases employee satisfaction. A holistic management approach that combines these elements will be more effective in maximizing positive behavior.

5. CONCLUSIONS AND RECOMMENDATIONS

This study found that motivation does not have a significant effect on job satisfaction at PT. Bintang Sayap Utama, corporate culture turns out to have a significant positive effect on employee job satisfaction. Motivation is also proven to have a positive impact on organizational work behavior (OCB), but organizational culture does not have a similar impact on OCB. Although job satisfaction has a significant effect on OCB, it is not an effective mediator in the relationship between motivation and organizational culture on OCB. Based on these findings, managers are advised to motivate their employees more to encourage active participation and innovation in the workplace. In addition, companies need to consider the company's vision, culture, values, and employee needs to create a work system that increases job satisfaction. This strengthens employee involvement in company activities and supports the achievement of company goals more effectively.

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