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**THE EFFECT OF MOTIVATION AND JOB SATISFACTION ON ORGANIZATIONAL  
CITIZENSHIP BEHAVIOR OF EMPLOYEES OF PT JASA MARGA (Persero) Tbk.  
PALIKANCI CIREBON BRANCH**

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**KEYWORDS :**

Motivation, Job Satisfaction  
and Organizational  
Citizenship Behavior

**ABSTRACT**

This research is aimed to determine the influence of: motivation toward organizational citizenship behavior; job satisfaction toward organizational citizenship behavior, and both at once toward the organizational citizenship behavior of employees of the PT Jasa Marga (Persero) Tbk. Palikanci Cirebon Branch Office. The method used in this research is associative. The technique of collecting data is by field research, literature study and analysis of data. This study uses primary data by distributing questionnaires to 60 employees on PT Jasa Marga (Persero) Tbk. Palikanci Cirebon Branch Office. In this research, motivation has a significant influence toward organizational citizenship behavior. Job satisfaction motivation has a significant influence toward organizational citizenship behavior. Motivation and job satisfaction have a significant influence toward organizational citizenship behavior at once. While the influence of motivation and job satisfaction toward organizational citizenship behavior is 45.8% and the rest is influenced by other variables that is not studied.

**INTRODUCTION**

In the era of globalization like today, companies must be able to keep up with the times in order to compete with their competitors. Good human resources are valuable assets and capital owned by the company because human resources are the movers and shakers of the company so that the company can run, develop, survive and improvise in advancing the company in order to achieve its organizational goals.

Good human resources can be seen from the citizenship behavior that exists in employees in an organization. Organizational citizenship behavior is extra behavior shown by employees at work, beyond the formal work requirements in their job description. Employees who have organizational citizenship behavior will greatly benefit the company in maintaining the stability and functions of the organization.

In growing and improving organizational citizenship behavior in employees, one of them can be done by increasing motivation to work. Motivation can spur employees to work harder so that they can achieve their goals, one of the things that can show how motivated in employees is whether employees feel proud to be part of the place they work. The sense of pride that arises from

within these employees will bring positive encouragement in their work so that work productivity will be better (Rivai et al., 2015: 608).

In addition to motivation, job satisfaction is also closely related to the quality of human resources that can streamline an organization. A satisfied employee tends to engage in organizational behavior, work outside of his job description and assist other members in reducing workload and stress levels within the organization (Kartono et al., 2015).

The object of this study is PT Jasa Marga (Persero) Tbk. Palikanci Cirebon Branch. PT Jasa Marga is a state-owned company engaged in toll road services. Jasa Marga wants involvement and expects more performance from its employees so that the company can survive and continue to be a company with increasingly prominent toll services in accordance with its vision and mission. The following is data regarding the delay of employees of PT Jasa Marga (Persero) Tbk. Palikanci Cirebon Branch in 2017:

Table 1. Employee Work Delay

<b>Month</b>	<b>Late employees</b>
January	28
February	28
March	26
April	33
May	31
June	27
July	25
August	24
September	119
October	30
November	23
December	24

Source: Human Resources Department of PT Jasa Marga (Persero) Tbk. Palikanci Branch, 2017

Based on Tabel 1. Above, it can be averaged that the delay in employee work during 2017 was as many as 27 people every month. This shows that 45% of Jasa Marga Palikanci Cirebon's total 60 employees are still late for work, in other words, only 55% of Jasa Marga Palikanci employees can efficiently use time for work. This identifies that not all employees of PT Jasa Marga Palikanci Branch have conscientiousness behavior which is one of the indicators that describe the existence of organizational citizenship behavior within the company. Conscientiousness / individual initiative is an individual behavior that shows voluntary efforts in improving the way to carry out their duties creatively so that organizational performance increases, this behavior involves voluntary creative and innovative actions to improve their ability to carry out tasks for the improvement of organizational work (Budihardjo, 2014: 163).

In addition to the data on late work above, the following is the award data received by employees of PT Jasa Marga Palikanci Branch that can identify organizational citizenship behavior in terms of conscientiousness in the company, this is shown in Table 2. below:

Table 2. Number of Employee Awards

<b>Year</b>	<b>Number of Awards received</b>
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2013	38
2014	47
2015	60
2016	33
2017	36

*Source: Human Resources Department of PT Jasa Marga (Persero) Tbk. Palikanci Branch*

Based on Table 2. above shows that the awards received by Jasa Marga Palikanci Branch employees are still fluctuating. This can identify that organizational citizenship behavior in terms of conscientiousness in Jasa Marga Palikanci Branch employees is still low and unstable.

The existence of business phenomena in PT Jasa Marga (Persero) Tbk. that have been presented above, if left continuously with unstable employee motivation problems, job satisfaction that is not optimal and employee organizational citizenship behavior that is still low, it will cause a mismatch between company expectations and employee performance.

Based on the above business phenomenon, the author is interested in conducting a research entitled "The Effect of Motivation and Job Satisfaction on Organizational Citizenship Behavior of PT Jasa Marga (Persero) Tbk. Palikanci Cirebon Branch".

## RESEARCH METHODS

The type of research used in this study is quantitative research because of the hypothesis to be tested using statistical test tools.

This study uses the causal relationship associative method because this study aims to determine the causal relationship between motivation and job satisfaction on organizational citizenship behavior.

The population in this study is employees of PT Jasa Marga (Persero) Tbk. Palikanci Branch as many as 58 employees. Because the sample to be studied is normally distributed, the population size is relatively small and the researcher wants to make generalizations with very small errors, so the author uses saturated sampling in determining the members of the population to be used as samples.

The data withdrawal technique in this study used a questionnaire with a measurement scale of research instruments using the Likert scale. The data analysis technique used is multiple regression analysis.

## RESULT AND DISCUSSION

### Result

To know the characteristics of respondents, we can see in Table 3. below:

**Table 3. Characteristics of Respondents**

Category	Alternative Answers	Frequency (F)	Percent (%)
Gender	Man	44	76

	Woman	24	14
Age	< 25 Years	4	6,9
	25 – 35 Years	2	3,4
	36 – 45 Years	21	36,2
	> 45 Years	31	53,5
Education	SMA	26	45
	Diploma	1	2
	Bachelor	31	53
Period of Service	1 – 5 Years	6	10,3
	6 – 10 Years	0	0
	11 – 15 Years	0	0
	16 – 20 Years	4	6,9
	> 20 Years	48	82,8

*Source: Data Processing Results, 2018*

Based on the table of respondents' characteristics, we can know that the majority of respondents are men, based on age, the majority of respondents are aged > 45 years, based on education level the majority of respondents have a bachelor's education level, and have a working period of > 20 years.

To determine the accuracy of the instrument in measuring the variables studied, researchers tested the validity of the instrument variables motivation, job satisfaction and organizational citizenship behavior. Based on the results of validity testing, it is known that all instruments in the variables of motivation, job satisfaction and organizational citizenship behavior are valid, because they have a calculated *r* value greater than the table *r*, all other calculated *r* is greater than 0.256. To determine the degree of consistency of research instruments, researchers conduct instrument reliability tests whose results are contained in Table 4. below:

**Table 4. Reliability Statistics**

<b>Variable Name</b>	<b>Cronbach's Alpha</b>	<b>N of Items</b>
Motivation	0,760	19
Job Satisfaction	0,758	21
Organizational Citizenship Behavior	0,784	11

*Source: Data Processing Results, 2018*

Based on the results of reliability tests, it can be seen that the value of Cronbach's Alpha variable motivation is 0.760, the value of Cronbach's Alpha variable job satisfaction is 0.758, and the value of Cronbach Alpha variable organizational citizenship behavior is 0.784, this shows that all variables of the study are reliable because the value of Cronbach's Alpha is above 0.700.

To find out whether in a regression model, the dependent variables and both are normally distributed or not can be seen in Table 5. below:

**Table 5. One-Sample Kolmogorov-Smirnov Test**

		<b>Unstandardized Residual</b>
N		58
Normal Parameters <sup>a,b</sup>	Mean	.0000000

	Std. Deviation	3.40589437
Most Extreme Differences	Absolute	.150
	Positive	.096
	Negative	-.150
Kolmogorov-Smirnov Z		1.140
Asymp. Sig. (2-tailed)		.148

a. Test distribution is Normal

b. Calculated from data

Source: Data Processing Results, 2018

Based on Table 5. above, showing that the Kolmogorov-Smirnov Z value is 1.140 with an Asymp.Sig (2-tailed) value of  $0.148 > 0.05$ , thus overall it can be concluded that the observed values of the data are normally distributed.

To test whether the regression model found a correlation between motivation variables and job satisfaction can be seen in the table of multicollinearity test results below:

**Table 6. Coefficients<sup>a</sup>**

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Betta			Tolerance	VIF
(Constant)	10.897	5.050		2.158	.035		
1 Motivation	.189	.122	.336	1.547	.128	.202	4.959
Job Satisfaction	.213	.124	.374	1.725	.090	.202	4.959

a. Dependent Variable: OCB

Source: Data Processing Results, 2018

Based on Table 6. above it is known that the VIF value for motivation and job satisfaction has a value of 4.959 where the value is  $< 10$  and the Tolerance value is  $0.202 > 0.1$ . So, it can be concluded that there is no multicollinearity between motivational variables and job satisfaction in the regression model.

**Table 7. Coefficients<sup>a</sup>**

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Betta		
(Constant)	10.897	5.050		2.158	.035
1 Motivation	.189	.122	.336	1.547	.128
Job Satisfaction	.213	.124	.374	1.725	.090

a. Dependent Variable: OCB

Source: Data Processing Results, 2018

Based on the table above, the value of the regression coefficient of the motivation variable of 0.189 means that if the other variables have a fixed value and motivation increases by 1, then

organizational citizenship behavior will increase by 0.189. A positive coefficient means that there is a positive relationship between motivation and organizational citizenship behavior, the more motivation increases, the more organizational citizenship behavior increases.

The regression coefficient of the job satisfaction variable of 0.213 means that if the other variables have a fixed value and job satisfaction increases by 1, then organizational citizenship behavior will increase by 0.213. A positive coefficient means that there is a positive relationship between job satisfaction and organizational citizenship behavior, the more job satisfaction increases, the more organizational citizenship behavior increases.

To determine the magnitude of the influence of motivation and job satisfaction variables on organizational citizenship behavior can be known by looking at Table 8. below:

**Table 8. Model Summary**

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691	.477	.458	3.6727

a. Predictors: (Constant), Job Satisfaction, Motivation

Source: Data Processing Results, 2018

Based on Table 8. above the value of the Adjusted R Square coefficient of determination of 0.458, this means that the contribution of motivation and job satisfaction to organizational citizenship behavior is 45.8% and the remaining 54.2% organizational citizenship behavior can be influenced by other factors outside the variables studied.

To determine whether or not the influence of each variable of motivation and job satisfaction on organizational citizenship behavior can be seen in Table 9. below:

**Table 9. Coefficients<sup>a</sup>**

Type	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
1 (Constant)	15.090	4.503		3.351	.001
Motivation	.376	.056	.670	6.758	.000

a. Dependent Variable: OCB

Source: Data Processing Results, 2018

Based on Table 9. Above, motivation with a calculated value of 6,758 with a significant value of 0,000 and a ttable value of 2,003. This means that there is an influence of motivation on organizational citizenship behavior, this is evidenced by the value of sig.t  $0.000 < 0.05$  and the value of tcount  $6.758 > ttable 2.003$ . That is,  $H_0$  is rejected and  $H_a$  is accepted, where motivation affects organizational citizenship behavior.

**Table 10. Coefficients<sup>a</sup>**

Type	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
1 (Constant)	10.595	5.108		2.074	.043
Job Satisfaction	.384	.056	.674	6.834	.000

a. Dependent Variable: OCB

Source: Data Processing Results, 2018

Based on Table 10. Above job satisfaction with a calculated value of 6,834 with a significant value of 0,000 and a table value of 2,003. This means that there is an influence of motivation on organizational citizenship behavior, this is evidenced by the value of sig.t  $0.000 < 0.05$  and the calculated value of  $6.834 > t_{table}$  which is 2.003. That is,  $H_0$  is rejected and  $H_a$  is accepted, where job satisfaction affects organizational citizenship behavior.

To determine the significance of the influence of motivation and job satisfaction variables on organizational citizenship behavior simultaneously, see Table 11. below:

Table 11. ANOVA

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	604.190	2	302.095	25.129	.000
	Residuals	661.207	55	12.022		
	Total	1265.397	57			

a. Dependent Variable: OCB

b. Predictors: (Constant), Job Satisfaction, Motivation

Source: Data Processing Results, 2018

Based on the table above, it is known that the Sig value is  $0.00 < 0.05$ , so we can conclude that simultaneously there is a significant influence between motivation and job satisfaction on organizational citizenship behavior.

## Discussion

Based on the results of hypothesis testing, results were obtained that stated that motivation had a positive influence on *Organizational citizenship behavior*. Significantly, it means that motivation affects *Organizational citizenship behavior*. The results of this study are in line with research conducted by Riantini and Iriawan (2016), which states that work motivation has a positive and significant influence on *Organizational citizenship behavior* at the Surabaya City Revenue and Financial Management Office, which can be interpreted that the higher the motivation, the higher it will be *Organizational citizenship behavior* owned by employees.

Further research findings based on the results of hypothesis testing obtained results stating that job satisfaction has a significant positive influence on *organizational citizenship behavior* because the value of sig.t  $< 0.05$  is 0.000 and the value of  $t_{calculate} > t_{table}$  is 6.834. That is,  $H_0$  is rejected and  $H_a$  is accepted, where job satisfaction affects *organizational citizenship behavior*.

The results of this study are in line with research conducted by Antonio and Susanto (2007), which states that job satisfaction has a positive and significant effect on *Organizational citizenship behavior* on CV Supratex which can be interpreted that higher job satisfaction, will increase significantly *Organizational citizenship behavior* employee at CV Supratex.

In the analysis of the effect of motivation (X1) and job satisfaction (X2) on *organizational citizenship behavior* (Y), the value of the *Adjusted R Square coefficient* of determination was obtained at 0.458. This means that the contribution of motivation (X1) and job satisfaction (X2) to *organizational citizenship behavior* (Y) is 45.8% and the remaining 54.2% *organizational citizenship behavior* can be influenced by other factors outside the variables studied. Based on the results of hypothesis testing, results were obtained stating that motivation and job satisfaction on



*organizational citizenship behavior* had a significant positive influence because of the sig value.  $F < 0.05$  which is  $0.000 < 0.05$  (this study uses a significant level  $\alpha = 5\%$ ) and the  $F$  value is  $F_{\text{calculated}} 25.129 > F_{\text{table}} 3.16$ . That is,  $H_0$  is rejected and  $H_a$  is accepted, where motivation and job satisfaction together or simultaneously affect *organizational citizenship behavior*.

The results of this study are in line with research conducted by Susmiati and Jajuk (2017), which states that motivation and job satisfaction have a positive and significant effect on *Organizational citizenship behavior* with a coefficient of determination ( $R^2$ ) value of 0.949. That is, 94.9% of OCB is influenced by job satisfaction and work motivation and the rest is influenced by other factors.

## CONCLUSION

Partial motivation has a positive and significant influence on the organizational citizenship behavior of employees at PT Jasa Marga (Persero) Tbk. Palikanci Cirebon Branch. This means that if the motivation possessed by employees increases, the organizational citizenship behavior of employees of PT Jasa Marga (Persero) Tbk. Palikanci Cirebon Branch will also increase.

Job Satisfaction partially has a positive and significant influence on organizational citizenship behavior of employees at PT Jasa Marga (Persero) Tbk. Palikanci Cirebon Branch. This means that if the job satisfaction felt by employees increases, the organizational citizenship behavior of employees of PT Jasa Marga (Persero) Tbk. Palikanci Cirebon Branch will also increase.

Independent variables, namely motivation and job satisfaction simultaneously or together have a positive and significant effect on organizational citizenship behavior of employees at PT Jasa Marga (Persero) Tbk. Palikanci Cirebon Branch. This means that motivation and job satisfaction together can affect organizational citizenship behavior.

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