

---

**THE EFFECT OF MOTIVATION AND JOB SATISFACTION ON  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

**Lenie Febriyani<sup>1</sup>, Malik Rismanto<sup>2</sup>**

Universitas Swadaya Gunung Jati, Cirebon, Indonesia

Email: leniefebriyani@gmail.com

---

**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 on organizational citizenship behavior. Job satisfaction motivation has a significant influence on organizational citizenship behavior. Motivation and job satisfaction have a significant influence on organizational citizenship behavior at once. The influence of motivation and job satisfaction toward organizational citizenship behavior is 45.8% and the rest is influenced by other variables that are not studied.

**INTRODUCTION**

In this era of globalization, companies must be able to keep up with the times to compete with their competitors. Good human resources are valuable assets and capital owned by the company because human resources are the driving force and driver of the company so that the company can run, develop, survive, and improvise in advancing the company to achieve its organizational goals (Van Dyne et al., 1994).

Good human resources can be seen from the citizenship behavior that exists among employees in an organization (Ende et al., 2023). Organizational citizenship behavior is an 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 (Rinaldy, 2022).

Growing and improving organizational citizenship behavior in employees 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 motivation in employees is whether employees feel proud to be part of where they work. The sense of pride that arises from within the employee will bring positive encouragement to his work so that work productivity will be better (Rivai, 2009).

In addition to motivation, job satisfaction is also closely related to the quality of human

resources that can make an organization effective (Mangkunegara, 2011). A satisfied employee tends to engage in organizational behavior, work outside of their job description, and assist other members in reducing workload and stress levels within the organization (Mahadianto, 2015).

The object of this research 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 leading toll services by its vision and mission. The following is data on employee tardiness of PT Jasa Marga (Persero) Tbk. Palikanci Cirebon Branch in 2017:

**Table 1**  
**Employee Tardiness**

Month	tardy employee
January	28
February	28
Maret	26
April	33
Mei	31
Juni	27
Juli	25
Augustus	24
September	119
Oktober	30
November	23
December	24

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

Based on the Tebel above, it can be averaged that employee tardiness during 2017 was 27 people every month. This shows that 45% of the total 60 employees of Jasa Marga Palikanci Cirebon Branch are still late coming to work, in other words, only 55% of Palikanci Jasa Marga employees can minimize the use of time to 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 to improve the way in carrying out their duties creatively so that organizational performance increases, this behavior involves creative and innovative actions voluntarily to improve their ability to carry out tasks to improve organizational work (Budihardjo, 2011).

In addition to the work delay data above, the following is data on the awards received by employees of PT Jasa Marga Palikanci Branch which can identify organizational citizenship behavior in terms of conscientiousness in the company, this can be seen in the Table below:

**Table 2**  
**Number of Employee Awards**

Year	Number of Awards received
2013	38
2014	47
2015	60
2016	33
2017	36

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

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

The existence of business phenomena at PT Jasa Marga (Persero) Tbk. which has been presented above, if left unchecked, the problem of unstable employee motivation, unoptimal job satisfaction, and low employee organizational citizenship behavior will lead to a mismatch between company expectations and employee performance (Herzberg, 1964).

## RESEARCH METHODS

The type of research used in this study is quantitative research because there is a hypothesis that will be tested using statistical testing tools. This study uses the associative method of causal relationship because this study aims to determine the causal relationship between motivation and job satisfaction on organizational citizenship behavior.

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

The data collection technique in this study used a questionnaire with a research instrument measurement scale using a Likert scale. The data analysis technique used is multiple regression analysis.

## RESULTS AND DISCUSSION

To find out the characteristics of the respondents, we can see them in the Table below:

**Table 3**  
**Respondent Characteristics**

Category	Alternative Answers	Frequency (F)	Percent (%)
Gender	Man	44	76
	Woman	24	14
Age	< 25 years old	4	6,9
	25 – 35 Years	2	3,4
	36 – 45 Years	21	36,2

	> 45 Tahun	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
	16 – 20 Years	48	82,8

Source: Data Processing Results, 2018

Based on the table of respondents' characteristics, we 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, and 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 the table below:

**Table 4**  
**Reliability Statistics**

Variable Name	Cronbach's Alpha	N of Items
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 variable and both are normally distributed or not can be seen in the Table 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 the Table above, shows that the Kolmogorov-Smirnov Z value is 1.140 with an Asymp value. Sig (2-tailed) 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**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
(Constant)	10.897	5.050		2.158	.035		
1 Motivasi	.189	.122	.336	1.547	.128	.202	4.959
Kepuasan Kerja	.213	.124	.374	1.725	.090	.202	4.959
a. Dependent Variable: OCB							

Source: Data Processing Results, 2018

Based on the Table 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**

Model	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

b. 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 (br Ginting et al., 2023).

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

**Table 8**  
**Model Summary**

Model	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% of 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**

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

a. Dependent Variable: OCB

Source: Data Processing Results, 2018

Based on the table above, motivation with a calculated value of 6,758 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 value of count  $6.758 > \text{table } 2.003$ . That is,  $H_0$  is rejected and  $H_a$  is accepted, where motivation affects organizational citizenship behavior.

**Table 10**  
**Coefficients**

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

b. 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  $6.834 > \text{table which is } 2.003$ . 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 the Table below:

**Table 11**  
**ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	604.190	2	302.095	25.129	.000
	Residual	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*.

Based on the results of hypothesis testing, results were obtained that stated that motivation has a positive influence on organizational citizenship behavior significantly, meaning that motivation affects organizational citizenship behavior. The results of this study are in line with research conducted by (Riantini & 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 the organizational citizenship behavior owned by employees.

Further research findings based on the results of hypothesis testing obtained results stating that job satisfaction has a positive influence on organizational citizenship behavior significantly because the value of  $\text{sig.t} < 0.05$  which is 0.000 and the value of  $\text{calculate} > \text{table}$  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 significantly increase organizational citizenship behavior of employees at CV Supratex (Antonio, 2014).

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 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% of 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.  $F < 0.05$  is  $0.000 < 0.05$  (this study uses a significant level  $\alpha = 5\%$ ) and  $F_{\text{calculate}}$  value  $25.129 > F_{\text{table}}$  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 & Herawati, 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 OCBs are influenced by job satisfaction and work motivation, and the rest are influenced by other factors (Kusumajati, 2014).

## 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 the 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 the 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.

## BIBLIOGRAPHY

- Antonio, N. E. (2014). Pengaruh motivasi dan kepuasan kerja karyawan terhadap organizational citizenship behavior di CV Supratex. *Agora*, 2(1), 656–664.
- br Ginting, I. T., Pasaribu, F. P. F., Khair, H. K. H., & Fadli, A. F. A. (2023). Pengaruh Work Engagement dan Organizational Commitment Terhadap Employee Performance yang Dimediasi Organizational Citizenship Behavior pada Personel Aviation Security PT. Angkasa Pura Aviastika Kualanamu. *Mutiara: Multidisciplinary Scientific Journal*, 1(9), 487–496.
- Budihardjo, A. (2011). *Organisasi: Menuju pencapaian kinerja optimum*. Prasetiya Mulya.
- Ende, E., Sulaimawan, D., Sastaviana, D., Lestariningsih, M., Rozanna, M., Mario, A., Mahmudah, S., Bayudhirgantara, E. M., Johannes, R., & Marry, F. (2023). *Manajemen sumber daya manusia*.
- Herzberg, F. (1964). The motivation-hygiene concept and problems of manpower. *Personnel Administration*.
- Kusumajati, D. A. (2014). Organizational citizenship behavior (OCB) karyawan pada perusahaan. *Humaniora*, 5(1), 62–70.
- Mahadianto, M. Y. (2015). Mediate Job Satisfaction: Effect of Transformational Leadership on Organizational Citizen Behavior (OCB)(Studies on employees PD. Rural Banks (BPR) in Cirebon). *International Conference on Economics and Banking (Iceb-15)*, 133–139.
- Mangkunegara, A. A. A. P. (2011). *Manajemen sumber daya manusia perusahaan*.
- Riantini, F. E., & Iriawan, S. (2016). Pengaruh Motivasi, Disiplin Dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior Tenaga Outsourcing Di Dinas Pendapatan Dan Pengelolaan Keuangan Kota Surabaya. *UNEJ E-Proceeding*, 312–325.
- Rinaldy, R. (2022). Analisis Bisnis Internal Menggunakan Metode Critical Success Factors. *Jurnal Ekonomi, Teknologi Dan Bisnis (JETBIS)*, 1(3), 146–151.
- Rivai, V. (2009). *Manajemen sumber daya manusia untuk perusahaan: Dari teori ke praktik*. Rajawali Pers.
- Susmiati, S., & Herawati, J. (2017). Pengaruh Motivasi, Kepuasan Kerja dan Disiplin Kerja terhadap Kinerja Karyawan pada Ramayana Department Store Cabang YOGYAKARTA. *Manajemen Dewantara*, 1(1), 73–86.
- Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). Organizational citizenship behavior: Construct redefinition, measurement, and validation. *Academy of Management Journal*, 37(4), 765–802.



licensed under a  
Creative Commons Attribution-ShareAlike 4.0 International License