

The Influence of Compensation, Job Satisfaction and Motivation on Organizational Citizenship Behavior (OCB) at PT. Pabrik Kertas Tjiwi Kimia Tbk.

Asrizal^{1*}, Jeffri Wahyu Santoso², Sopiah³

^{1*,2,3} Faculty of Economics and Business, Universitas Negeri Malang, Indonesia

Corresponding Author: asrizal.2404138@students.um.ac.id^{1*)}

Keywords: Compensation, Motivation, Job Satisfaction, Organizational Citizenship Behavior (OCB)

Abstract: This study aims to examine the impact of compensation, job satisfaction, and motivation on organizational citizenship behavior (OCB) of employees of PT. Pabrik Kertas Tjiwi Kimia Tbk. A quantitative approach with data collection through distributing questionnaires to predetermined respondents is used in this research method. Multiple linear regression analysis technique is a technique used to test the effect of each independent variable on the dependent variable. The results of the study indicate that compensation, job satisfaction, and motivation simultaneously and partially have a significant effect on employee OCB. This finding implies that improving these aspects can encourage voluntary work behavior that exceeds employee formal duties, which ultimately supports overall organizational performance.

Introduction

Human resources training and development is designed to provide employees with new information or sharpen existing skills so that they can collaborate on joint projects and demonstrate their mastery of the project. The provision of training and development is not only to sharpen abilities but also to provide behavioral improvements to a person to be able to work together, and encourage individual behavior to be more perceptive to fellow colleagues, so that many employees can be inspired to donate their time as an act of organizational citizenship behavior (OCB).

Organizational Citizenship Behavior (OCB) is a term to indicate a person's readiness to do something outside and beyond the duties in the organization (Priyadi et al., 2020). OCB refers to the good behavior of workers who voluntarily do more than what is their responsibility without being forced or receiving compensation, and who do so without fear of being disciplined. obligations freely, without pay or coercion, and there is no penalty for this, which can benefit the business Perkasa et al (2020). According to Wati & Surjanti (2018), OCB is a free activity that does not follow formal organizational obligations, is selfless, voluntary,

and is not a managerial decision that prioritizes the interests of others (colleagues, institutions, or organizations) over self-interest. Thus, it can be concluded that Organizational Citizenship Behavior (OCB) refers to the voluntary actions of employees who contribute to improving organizational performance without expecting direct rewards. Putrana (2016) stated that OCB consists of five main dimensions, namely: altruism (selfless acts of helping), civic virtue (concern for organizational life), conscientiousness (responsibility and self-awareness at work), courtesy (respect and maintaining relationships between colleagues), and sportsmanship (the ability to accept working conditions with a positive and tolerant attitude).

A person can show OCB behavior due to a number of factors, especially compensation. According to Akbar et al (2021), compensation includes everything employees receive from the company, including salaries, wages, premiums, bonuses, and benefits such as care and insurance. In this situation, employees need a compensation policy, but each industry has specific regulations imposed by the employer. For example, an employee's job, level of education, level of job satisfaction, and length of service all have an impact on the amount of payment. According to Qustolani (2017), Compensation refers to the financial compensation a company provides to its employees in the form of salaries, gifts, incentives, bonuses, and other types of remuneration. According to the definition of Jufrizen (2017), All benefits that employees receive in return for their labor, services, or contributions to the company or organization are considered compensation, whether paid directly or indirectly as tangible or intangible income. Compensation is an organization's way of rewarding both financial and non-financial achievements, according to Nugraha & Tjahjawati (2018). According to the definitions mentioned above, compensation is a benefit or advantage that a company offers to its employees in addition to cash. These benefits can be given in exchange for services or contributions and can be in the form of products or services, financial or non-financial. The dimensions that make up compensation, according to Abdul et al (2018), are as follows: Salary satisfaction, Satisfaction with opportunities, Satisfaction with performance

According to Priyadi et al (2020), employee job satisfaction also affects the company where they work, besides helping to form OCB, job happiness is one of the factors that contribute to developing organizational commitment. Each individual has a different view of job satisfaction due to the subjective nature of satisfaction and can vary between individuals. Job happiness is one of the factors that contribute to developing organizational commitment. Each individual has a different view of job satisfaction due to the subjective nature of satisfaction and can vary between individuals. A worker who values their job will be satisfied with their work and very happy with their position. Everyone wants to perform well and make a major contribution to their company or organization Citra & Fahmi (2019). Therefore, job satisfaction affects employee OCB behavior by encouraging feelings of altruism and mutual dedication to work together. According to Hikmah Perkasa et al (2019) Assessment of the work environment, which can be done on any job, results in a (positive) attitude of workers about their work, known as job satisfaction. This assessment is done as a sign of gratitude for completing one of the main values of the task. important labor rules. Nabawi (2019) The

pleasant psychological condition that employees experience at work as a result of their needs being met is called job satisfaction. The pleasant psychological state that employees experience at work as a result of having their needs met is called job satisfaction. Employees' emotional state can be comfortable or uncomfortable depending on how satisfied they are with their jobs, according to Setiani et al (2020). Based on the information above, it can be concluded that a person's emotional state or attitude - whether pleasant or not - depends on how they feel about their profession and whether they really like it. According to Simanjuntak et al (2021) the dimensions that influence job satisfaction include: workplace comfort, communication, relationships with coworkers, promotion opportunities, and the quality of the supervisor or leader.

Likewise, motivation is a factor that affects organizational citizenship behavior (OCB). Hanafi & Yohana (2017) argue that motivating people seeks to help workers gain expertise that is essential to achieving organizational needs. The purpose of motivation is to increase employees' confidence and sense of volunteerism, which will improve their skills and sense of camaraderie so that they can meet the requirements set by the organization or company. It also aims to instill work enthusiasm in them. Employee enthusiasm and OCB behavior should be encouraged through support and gratitude for their work, specifically in this statement, it is said that the components of motivation are the degree of effort, the degree of persistence, and the degree of motivation. According to Saripuddin & Handayani (2017), Motivation is an environment that supports employees in achieving their goals, motive is the formulation of worker expectations that must be overcome so that employees can adapt to their environment. Tirtayasa (2019) explains that motivation is a process that reflects the passion, focus, and tenacity that people use to pursue their goals. And with the above-mentioned point of view, it can be concluded that finding or meeting the needs of employees to help them achieve their motivational goals is motivation. The dimensions of motivation according to Wijaya et al (2016), as follows: Employee Behavior, Employee Effort, Employee Persistence.

The phenomenon examined in this study is the problem of organizational citizenship behavior, which has an impact on employee performance at PT Tjiwi Kimia Paper Mill Tbk. This research is based on data related to motivation, job satisfaction, and compensation issues that affect Organizational Citizenship Behavior (OCB).

The findings of the evaluation of employee data collection at PT Tjiwi Kimia Paper Mill in 2022 from the five OCB scales were not as expected, according to the data in the table above. Contrary to organizational expectations, the motivation category did not reach the target despite meeting or exceeding expectations to increase motivation, the job satisfaction category did not reach the target despite exceeding expectations to increase job satisfaction, the voluntary action category did not reach the target despite exceeding expectations to increase voluntary behavior in general, and the compensation category did not reach the target, as seen.

Table 1. Organizational Citizenship Behavior (OCB) Rating Scale of Employees of PT Tjiwi Kimia Paper Mill

No	Assessment Aspect	Rating Value _t	Target
1	By working together, employees can complete tasks more efficiently and energetically	4	5
2	Provide assistance to coworkers to achieve goals or get valuable feedback from them to increase comfort in the work environment.	3	5
3	Existing employees can boost employee morale by helping new employees adjust to their jobs.	4	5
4	Successful methods of organizing organizational operations (co-workers who share work-related information)	4	5
5	Willing to work without compensation and take time off to help teammates.	2	5

Source: data processed by researchers, 2025

Findings from various previous empirical studies indicate that... Organizational Citizenship Behavior (OCB) by (Perkasa Hikmah Didin, Mariah, 2019): (Tarigan, 2017) indicated a significant relationship between compensation and organizational citizenship behavior (OCB). Research by (Tarigan, 2017): (Priyadi et al., 2020) states that the Job Satisfaction variable is a significant factor in Organizational Citizenship Behavior (OCB). According to Susilo & Muhardono, 2021: ((Hikmah Perkasa et al., 2020) shows that Motivation plays a significant role in influencing the level of employee OCB.

Research Method

The questionnaire method is used for data collection using a questionnaire based on a Likert scale. Data analysis, this study uses Smart-PLS (Partial Least Square) through hypothesis testing. SEM can be used to identify causal relationships (direct and indirect) that affect observed variables or constructs as well as the size of the constituent parts that enter the construct. As a result, the causal relationships between variables or constructs are revealed more fully, accurately, and informatively.

Result and Discussion

Convergent Validity

Indicators are considered valid for measuring the construct they produce if the loading factor value is below 0.7. This can be observed from the standardized factor loading value, which shows the strength of the association between each indicator measuring the item and its concept, in evaluating convergent validity by looking at the reliability of individual items.

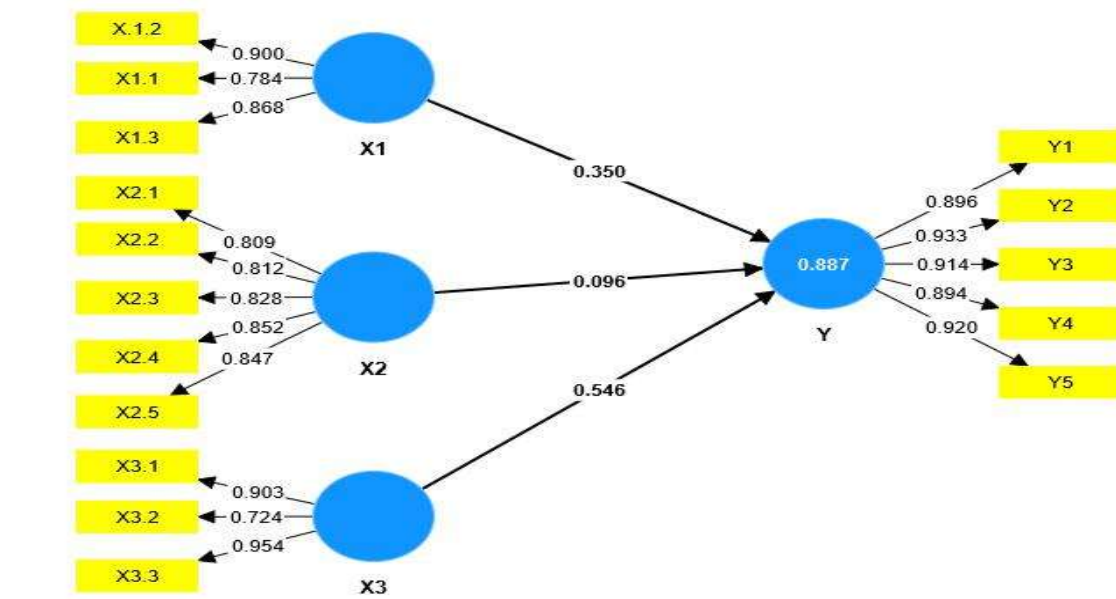


Figure 1. Smart PLS 4 Algorithm Analysis

Figure 1 above shows that the indicators are reliable because they all have Outer Loadings values higher than 0.7 for this research variable.

Discriminant Validity

Cross-loading between indicators and their constructs Useful for testing the discriminant validity of reflective indicators. If an indicator has factor loadings on other constructs, it is considered genuine. Latent constructs outperform indicators in other blocks in predicting indicators in their own block. Therefore, the indicator's relationship with its idea is stronger than its relationship with other constructs. In addition, if the AVE value of each variable is higher than the correlation between variables, the discriminant validity of the measurement model will be considered adequate. According to the Fornell Larcker Criterion Smart-PLS 4 Output, the following values are revealed:

Table 2 . Hasil Uji Validitas Diskriminan (Kriteria Fornell Larcker)

Variable	X1	X2	X3	Y
X1	0.879			
X2	0.753	0.847		
X3	0.708	0.802	0.896	
Y	0.843	0.826	0.824	0.911

Source: data processed by researchers, 2025

The correlation between one construct and another in the model must be smaller than the square root of the average variance extracted (AVE) for each construct, according to table 1 above. Based on these statements, the calculated model constructs meet the requirements of discriminant validity.

Average Variance Extractor (AVE)

The AVE value serves to measure the extent of variation among the indicators that make up the construct by changing the error rate. Testing using the AVE value is more significant than testing with composite reliability. The recommended AVE value should be at least 0.50.

Table 3. AVE test results (Average Variance Extracted Test)

Variable	AVE
X1	0.773
X2	0.718
X3	0.802
Y	0.831

Source: data processed by researchers, 2025

The data presented shows the potential reliability to be used in further testing, because all indicators have met the established criteria. This can be seen from the Average Variance Extracted (AVE) value which exceeds 0.50, as listed in Table 3.

Construct Reliability: Composite Reliability and Cronbach's Alpha

Composite Reliability and Cronbach's Alpha testing aims to assess the internal consistency of the instruments used in the research model. If all latent constructs have a Composite Reliability and Cronbach's Alpha value above 0.70, it can be concluded that the instrument has good reliability. Therefore, the questionnaire used in this study has proven to be consistent as a measuring tool.

Table 4. Composite Reliability and Cronbach's Alpha test results

Variable	Composite Reliability	Cronbach's Alpha	Remark
X1	0.872	0.707	Reliabel
X2	0.884	0.804	Reliabel
X3	0.890	0.763	Reliabel
Y	0.961	0.949	Reliabel

Source: data processed by researchers, 2025

All latent variables can be trusted because their values have a Composite Reliability and Cronbach's Alpha value of more than 0.70, as can be seen from the test results shown in table 4.4 above. Thus, it can be said that the questionnaire used as a research tool can be trusted..

Testing the Structural Model (Inner Model)

Mengevaluasi hasil uji Goodness of Fit model, atau nilai R-Square.

Table 5. Value Test Results (R2)

Variable	AVE
Y	0.830

Source: data processed by researchers, 2025

Based on this information, the R-Square value of 0.830 indicates that all independent variables can explain 83.0% (included in the moderate category) of the Organizational

Citizenship Behavior (OCB) variable, while the remaining 17.0% is explained by factors outside this research model.

Effect Size (F2)

The partial effect of each predictor variable on the endogenous variable is described by the f-square value (f^2). The effect of each exogenous variable value (f^2) on the endogenous variable is as follows:

Table 6. Value Test Results (R^2)

Variable	Effect Size	Description
X1	0.439	High
X2	0.097	Low
X3	0.210	Moderate

Source: data processed by researchers, 2025

Partial Effect Analysis

Based on Table 6, the Compensation variable has an effect size (f^2) value of 0.439 which indicates a strong partial influence on Organizational Citizenship Behavior (OCB). Meanwhile, the Job Satisfaction variable shows an f^2 value of 0.097, which means that it makes a partial contribution with a low influence on OCB. The Motivation variable has an f^2 value of 0.210, which reflects a partial influence at a moderate level on the dependent variable OCB.

Hypothesis Testing

In the context of structural models, it is important to evaluate the significance of the path relationships formed. One approach used is the bootstrapping technique, which aims to generate parameter estimates as well as t-statistic values to determine the significance of the relationship between variables. This process involves testing the path coefficient values and the resulting t-statistics. Based on guidelines from Hair et al. (2019), the effect is declared significant if the t-count value is greater than 1.96 at the 5% significance level ($\alpha = 0.05$). Conversely, if the t-count value is smaller than 1.96, the relationship is not significant. Thus, the decision regarding the acceptance or rejection of the hypothesis can be taken through comparing the t-count value with the t-table value.

Table 7. Hypothesis Test Results

Hypothesis	Original Sample	T-Statistic	P-Values
Compensation > Organizational Citizenship Behavior (OCB)	0.430	3.049	0.002
Job Satisfaction > Organizational Citizenship Behavior (OCB)	0.239	1.974	0.048
Motivation > Organizational Citizenship Behavior (OCB)	0.328	3.500	0.000

Source: data processed by researchers, 2025

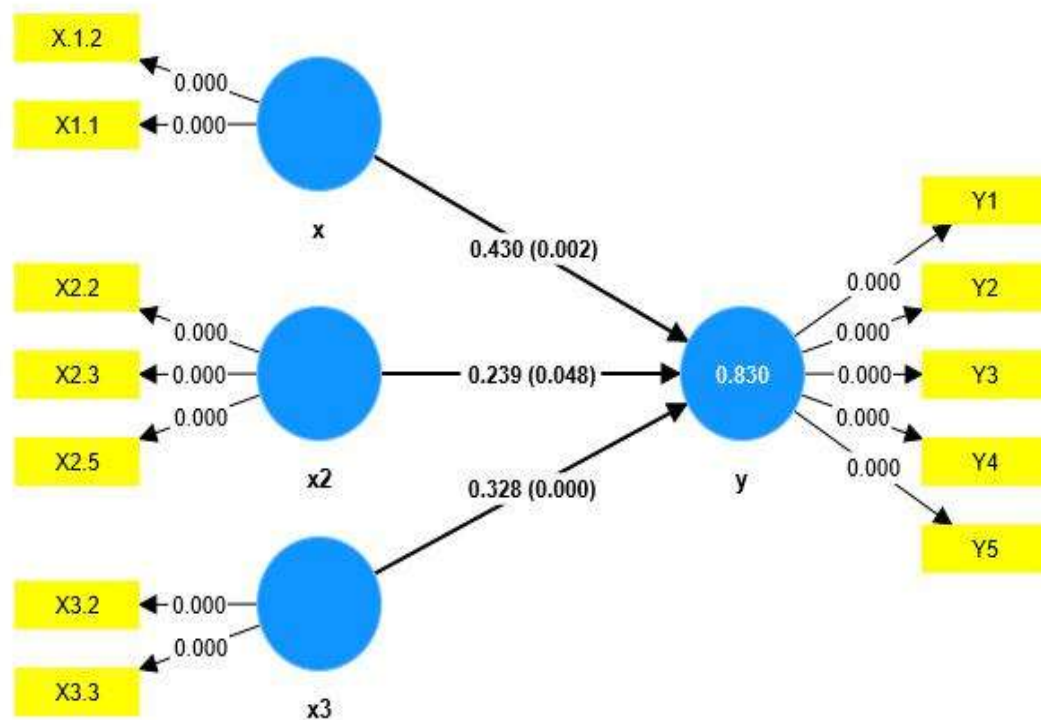


Figure 2. Bootstrapping Test Results

The effect of compensation on Organizational Citizenship Behavior (OCB)

For Hypothesis (H1) is accepted based on the test results which show that the effect of compensation on OCB has an original sample value of 0.430 and the calculated t value is greater than the t table ($3.049 > 1.96$). Thus, the results of this study indicate that the compensation variable has a significant effect on organizational citizenship behavior. An individual can directly influence workplace behavior and increase a strong sense of commitment to the organization if the institutional organization or company offers a good salary for employees or officials.

The findings of this study, which show that compensation makes a significant contribution to improving organizational performance, are supported by previous research conducted by Susilo & Muhardono (2021), Ristiyani (2021), and Heikal & Bachri (2021).

The Effect of Job Satisfaction on Organizational Citizenship Behaviour (OCB)

Based on the test analysis results, it is known that the job satisfaction variable has a significant effect on Organizational Citizenship Behavior (OCB), with an original sample value of 0.239 and a t-count value of 1.974, which exceeds the t-table value limit at the 5% significance level (1.96). Therefore, it can be concluded that in the context of this study, job satisfaction makes a significant contribution to increasing employees' organizational citizenship behavior (OCB). Thus, Hypothesis (H2) is accepted based on the results of this test. If a worker feels satisfied with the results of his work and can create a sense of improving his own performance and has a sense of wanting to benefit other coworkers, then job satisfaction can arise. Previous research by (Akdir & Ali (2020) and Pohan et al (2021) provides support for the conclusions of this study.

The Effect of Motivation on Organizational Citizenship Behavior (OCB)

Based on the results of testing the effect of motivation on Organizational Citizenship Behavior (OCB), it is found that the original sample value is 0.328 and the t-count value is 3.500 which exceeds the t-table value at the 5% significance level (1.96). Thus, it can be concluded that the third hypothesis (H3) in this study is accepted, which means that motivation has a significant effect on employee OCB. Because some rewards can boost a person's spirit, help them build a positive self-perception, help them provide quality work, and help them foster a desire to help other employees. The findings in this study are in line with the results of previous studies by Susilo & Muhardono (2021) and Lathifah et al. (2020), which also indicated that motivation has an important role in encouraging the development of Organizational Citizenship Behavior (OCB).

Conclusions

Based on the results of research and discussion in the previous chapter, it can be concluded that Organizational Citizenship Behavior (OCB) of PT Tjiwi Kimia Paper Mill employees is significantly influenced by compensation variables. This finding shows that the compensation system implemented has an important role in encouraging voluntary employee behavior that exceeds the demands of their formal role in the organization. An individual can directly influence work behavior and increase a high sense of commitment to the organization if the institution or company organization offers good remuneration for its employees or officials. Job satisfaction is proven to have a significant influence on Organizational Citizenship Behavior (OCB). When employees feel satisfied with the work they do, it tends to encourage the emergence of intrinsic motivation to improve personal performance while fostering the desire to help coworkers. In this context, job satisfaction not only impacts individual productivity, but also contributes to the creation of positive behaviors that support overall organizational performance. Organizational citizenship behavior (OCB), which is significantly influenced by motivation. Because certain incentives will help people become more enthusiastic, will help them develop a good attitude about themselves, will help them contribute good performance, and will help them develop a desire to help other coworkers.

Acknowledgement

We would like to express our gratitude to all parties and respondents involved in this research project.

References

- Abdul, L., Zati, M. R., & Mariana, S. (2018). Pengaruh Kompensasi Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Pusat Penelitian Kelapa Sawit (PPKS). *Jurnal Sistem Informasi*, 2(1), 35–49.
- Akbar, K., Zamhari, & Astuti, N. (2021). Pengaruh Motivasi, Kompensasi, Komunikasi dan Produktivitas Kerja Terhadap Kinerja Karyawan PT. Pratitha Titiannusantara (PT. PTN) Kota Pangkalpinang. *Jurnal Ilmiah Progresif Manajemen Bisnis (JIPMB)*, STIE-IBEK, 8(1), 8–16.

- Bangun Tegar Sunaryo Putra, W., Hikmah Perkasa, D., Nur Ahmadi, S., Pramestuti, D., Studi Manajemen, P., & Dian Nusantara, U. (n.d.). Jurnal Perspektif Manajerial dan Kewirausahaan (JPMK) ANALISIS FAKTOR PENENTU ORGANIZATIONAL CITIZENSHIP BEHAVIOUR PADA PERUSAHAAN OTOMOTIF MANUFAKTUR INDONESIA.
<http://jurnal.undira.ac.id/index.php/jpmk/>
- Citra, L. M., & Fahmi, M. (2019). Pengaruh Kepemimpinan, Kepuasan Kerja Dan Motivasi Kerja Terhadap Loyalitas Karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 214–225. <https://doi.org/10.30596/maneggio.v2i2.3776>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. In *European Business Review* (Vol. 31, Issue 1, pp. 2–24). Emerald Group Publishing Ltd. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hanafi, B. D., & Yohana, C. (2017). Pengaruh Motivasi, Dan Lingkungan Kerja, Terhadap Kinerja Karyawan, Dengan Kepuasan Kerja Sebagai Variabel Mediasi Pada Pt Bni Lifeinsurance. *Jurnal Pendidikan Ekonomi Dan Bisnis (JPEB)*, 5(1), 73–89.
<https://doi.org/10.21009/jpeb.005.1.6>
- Heikal, M., & Bachri, N. (2021). PENGARUH KEPUASAN KERJA DAN KOMPENSASI TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR DENGAN KOMITMEN ORGANISASI SEBAGAI VARIABEL INTERVENING PADA KANTOR KECAMATAN DI WILAYAH BARAT KABUPATEN ACEH UTARA. In *Universitas Malikussaleh* (Vol. 6, Issue 2).
- Hikmah Perkasa, D., & Ajis, A. (2019). PENGARUHNIA TERHADAP KINERJA KARYAWAN (STUDI PADA KARYAWAN PT NUSANTARA INFRASTRUCTURE TBK JAKARTA). 14(2).
- Jufrizen. (2017). Efek Mediasi Kepuasan Kerja Pada Pengaruh Kompensasi Terhadap Kinerja Karyawan. *Jurnal Ilmiah Manajemen Dan Bisnis*, 17(1), 34–53.
- Lathifah, C., Nurweni, H., & Hartati, R. (2020). Pengaruh Komitmen Organisasi, Lingkungan Kerja, dan Motivasi Terhadap Organizational Citizenship Behavior (OCB) Karyawan PT Sport Glove Indonesia Cabang Wonosari (Vol. 1, Issue 2).
- Nabawi, R. (2019). Pengaruh Lingkungan Kerja, Kepuasan Kerja dan Beban Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 170–183.
<https://doi.org/10.30596/maneggio.v2i2.3667>
- Nugraha, A., & Tjahjawati, S. S. (2018). Pengaruh Kompensasi Terhadap Kinerja Karyawan. *Jurnal Riset Bisnis Dan Investasi*, 3(3), 24.
<https://doi.org/10.35697/jrbi.v3i3.942>
- Parashakti, R. D., Ekhsan, M., & Komariah, S. (2021). The Effect of Organizational Citizenship Behavior, Individual Competence and Individual Characteristics on Employee Performance. *Journal of Business, Management, & Accounting*, 3(2), 24-31.
- Perkasa Hikmah Didin, Mariah, A. A. (2019). (Studi Pada Karyawan Pt Nusantara Infrastructure Tbk Jakarta). *Jurnal Ekonomi Dan Pariwisata*, 14(2), 114–126.
- Pohan, R. O., Johnly, R., Ventje, P., Program, T., Bisnis, S. A., & Administrasi, J. I. (2021). Pengaruh Kompensasi dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior. In *Productivity* (Vol. 2, Issue 5).
- Priyadi, D. T., Sumardjo, M., & Iman Mulyono, S. (2020). Pengaruh Kepuasan Kerja, Komitmen Organisasional, Dan Job Insecurity Terhadap Organizational Citizenship Behaviour (Ocb) (Studi Pada Pegawai Non-Pns Kementerian Sosial Ri). *Jurnal Ilmu Manajemen Terapan*, 2(1), 10–22. <https://doi.org/10.31933/jimt.v2i1.282>
- Putrana, Y. (2016). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior Dalam Meningkatkan Kinerja Karyawan Pada Pt . Gelora Persada Mediatama Semarang. *Journal of Management*, 2(2), 1–14.

- Qustolani, H. A. (2017). Pengaruh Kepuasan Kerja, Keadilan Prosedural Dan Kompensasi Terhadap Kinerja Karyawan (Studi Kasus Pada Industri Rotan Sekecamatan Leuwimunding Majalengka). *Jurnal Ilmiah Manajemen & Akuntansi*, 4(2), 78–86.
- Ristiyani. (2021). PENGARUH KOMPENSASI, KOMITMEN ORGANISASI DAN KEPUASAN KERJA TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB).
- Roymond Tan, & Zeplin Jiwa Husada Tarigan. (2017). PENGARUH KOMPENSASI DAN KEPUASAN KERJA TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) MELALUI MOTIVASI KERJA SEBAGAI VARIABEL INTERVENING PADA 3H MOTOSPORT.
- Saripuddin, J., & Handayani, R. (2017). PENGARUH DISIPLIN DAN MOTIVASI TERHADAP KINERJA KARYAWAN PADA PT . KEMASINDO CEPAT NUSANTARA MEDAN Jasman Saripuddin Universitas Muhammadiyah Sumatera Utara Rina Handayani Alumni Fakultas Ekonomi Universitas Muhammadiyah Sumatera Utara. *Kumpulan Jurnal Dosen Universitas Muhammadiyah Sumatera Utara*, 2(1), 420–429.
- Setiani, T. I., Syarif Hidayat, A., & Jati, G. (2020). Pengaruh kepemimpinan dan kepuasan kerja terhadap organizational citizenship behavior (ocb) pada perusahaan daerah airminum. *FORUM EKONOMI*, 22(1), 123–129.
<http://journal.feb.unmul.ac.id/index.php/FORUM EKONOMI>
- Susilo, D., & Muhardono, A. (2021). ANALISIS PENGARUH MOTIVASI KERJA, LINGKUNGAN KERJA DAN KOMPENSASI TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) TENAGA PENDIDIK. In *Jurnal Ekonomi dan Bisnis* (Vol. 24). www.jurnal.unikal.ac.id/index.php/jebi
- Takdir, S., & Ali, M. (2020). PENGARUH KOMITMEN ORGANISASI DAN KEPUASAN KERJA TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIORS (OCB) (Studi Kasus Yapis Di Tanah Papua Cabang Kabupaten Jayawijaya). 6(1), 9–16.
- Tirtayasa, A. dan. (2019). The Influence of Leadership, Organizational Culture, and Motivation on Employee Performance. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 45–54.
<http://jurnal.umsu.ac.id/index.php/MANEGGIO/article/view/3367>
- Trinovela Simanjuntak, & Vera Sylvia Saragi Sitio. (2021). Pengaruh Knowledge Sharing Dan Employee Engagement Terhadap Kepuasan Kerja Karyawan Narma Toserba, Narogong Bogor.
- Wati, D. M., & Surjanti, J. (2018). Pengaruh Kecerdasan Emosional, Organizational Citizenship Behavior (Ocb) Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada Pt Pln (Persero) Area Bojonegoro. *Jurnal Ilmu Manajemen*, 6(4), 386–394.
- Wijaya, T., Bisnis, P. M., Manajemen, P. S., Petra, U. K., & Siwalankerto, J. (2016). Pengaruh Kompensasi Terhadap Kinerja Karyawan Pada PT. Sinar Jaya Abadi Bersama. 3(2).
- Yulian, H. D., & Ekhsan, M. (2023). Pengaruh Talent Management Terhadap Workforce Agility Yang Dimediasi Kepuasan Kerja. *Dynamic Management Journal*, 7(3), 465-479.