

THE EFFECT OF MOTIVATION AND COMPENSATION ON EMPLOYEE PERFORMANCE MEDIATED BY *ORGANIZATIONAL CITIZENSHIP BEHAVIOR* (STUDY ON SINERGIA GROUP INDONESIA)

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Abstract

This research was conducted aiming to determine the effect of motivation and compensation on employee performance mediated by organizational citizenship behavior at Sinergia Group Indonesia. This research was conducted because it saw the phenomenon of declining employee performance at Sinergia Group Indonesia. Employee performance can be influenced by factors such as personal factors, leadership factors, team factors, system factors, contextual/situational factors. The sampling method used is saturated sampling, because the entire population is used as a sample. This study used a sample of 40 people, using multiple linear regression techniques, path analysis and causal steps. The conclusions of this study are (1) the variable of motivation has a positive and significant effect on organizational citizenship behavior, (2) the variable of compensation has a positive and insignificant effect on organizational citizenship behavior, (3) motivation has a negative and insignificant effect on employee performance, (4) compensation variables have a positive and insignificant effect on employee performance, (5) organizational citizenship behavior variables have a positive and significant effect on employee performance, (6) organizational citizenship behavior variables are able to fully mediate the influence between motivational variables on employee performance, (7) organizational citizenship behavior variables are able to fully mediate the influence between compensation variables on employee performance.

Keywords: motivation, compensation, organizational citizenship behavior, employee performance

INTRODUCTION

It is very important to pay attention to employee performance, because looking at whether employees are productive or not will greatly influence the success of the company. Employee performance needs to be measured every month, to see how the employee's performance is, whether it is going up or down. The rise and fall of employee performance can be seen through several indicators. Employee performance can be measured through indicators (1) Quality, (2) Quantity, (3) Time, (4) Cost Emphasis, (5) Supervision, (6) Relationships between employees (Kasmir, 2016: 208 (Kasmir, 2016). Quality and quantity indicators of employee performance can be seen through *key performance indicators*, apart from that, employee performance can also be reflected in turnover achievement. *Key performance indicators* are often used by companies to see the performance of their employees. One of the consulting services companies in Indonesia, namely Sinergia Group Indonesia, found a phenomenon of decreasing employee performance in the last two years. It can be seen from the quality and

quantity indicators through *key performance indicator data* and also turnover achievement, how the decline in employee performance occurs can be seen in table 1.

Table 1
Data Key Performance Company Indicators Synergy Group Indonesia

Year	Target	Achievement	Achieved/Not Achieved
2019	100%	76%	No Achieved
2020	100%	73%	No Achieved
2021	100%	72%	No Achieved

Source: Internal Data HRD, 20 July 2022

In table 1, in 2019 *the key performance indicators* at the Sinergia Group Indonesia company achieved 76% of the target achieved at 100%. In 2020 KPI achievements decreased by 73%, then in 2021 the company's KPI achievements also decreased by 72%. From *key performance indicator data* where annual achievements do not reach the target of 100%, researchers see a tendency for employee performance to decline at the Sinergia Group Indonesia company. Apart from data from *key performance indicators*, the decline in employee performance can be reflected in the annual turnover of the Sinergia Group Indonesia company. Data on annual turnover achievements starts from 2019 to the current year 2022, which is reflected in table 2.

Table 2
Achievement of Turnover of the Sinergia Group Indonesia Company

Year	Target (%)	Achievement (%)	Achieved/Not Achieved
2019	100%	64.73%	Not achieved
2020	100%	45.32%	Not achieved
2021	100%	58.18%	Not achieved
2022 (Year to Date)	100%	13.56%	-

Source: Sinergia Group Indonesia Internal Finance Data, 25 July 2022

Table 2 shows that in 2019 the company's turnover was only 64.73% of the target of 100%. In 2020 to 2021, the company's turnover decreased. From these two tables, we get an idea that the performance of Sinergia Group Indonesia employees has experienced a decline in performance. Declines and increases in employee performance can be influenced by many factors. According to (Kasmir, 2016) factors that influence employee performance are abilities and skills, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, work discipline. According to Armstrong and Baron, the factors that can influence employee performance are (1) *Personal Factors* indicated by the level of skill, competence, motivation and commitment of the individual, (2) *Leadership Factors* determined by the quality of encouragement, guidance and support by the manager and team leader, (3) *Team Factors* are shown by the quality of support provided by colleagues. In this case, co-worker support is a form of OCB behavior (4) *System Factors* indicated by the existence of work systems and facilities or benefits provided by the organization such as compensation, work support tools, (5) *Contextual/Situational* indicated by high levels of pressure and changes in the environment internal and external (Oktaviani & Pramusinto, 2019). For this reason, this research will focus on employee motivation, work compensation, *organizational citizenship behavior* which influence employee performance.

An employee does his job based on his motivation. Work motivation has many forms, one of which is an award if employees achieve predetermined targets. Motivation is a force that encourages an employee to generate and direct a behavior. Work motivation has a close influence on employee performance. Lack of motivation can make an employee not enthusiastic about doing their job, and vice versa. A decrease in employee work motivation is often seen when employees feel lazy about working, often not focused. With decreased work motivation and evidenced by lazy and unfocused behavior, this will affect employee performance.

Apart from motivation as a factor causing high or low employee performance, compensation is also one that can influence this. Compensation is any form of reward received by employees as a reward for their work (Darsono & Siswandoko, 2011). The aim of providing work compensation is as a source of income for employees and their families, improving work performance, increasing employee self-esteem, strengthening work relationships between employees, retaining employees, increasing work discipline, and increasing the efficiency of potential employees. However, each employee has different compensation. This is in accordance with interviews conducted with 6 employees in Surabaya showing that there are still employees who are given a basic salary below the Surabaya UMR. Providing salaries that do not comply with regulations will result resulting in decreased employee motivation and reduced employee performance decrease.

In this study, researchers also added novelty, namely using *organizational citizenship behavior* as an intervening variable. With the aim of being able to see the influence of exogenous variables through *organizational citizenship behavior* on endogenous variables. This update is expected to be able to see what factors influence employee performance consistently. Employee performance is the activities or activities carried out by employees which are influenced by ability, motivation, support, job existence, and the employee's relationship with the company which can be measured through productivity, absenteeism, *turnover*, *citizenship*, and *satisfaction*. When employee performance decreases, it can be caused by the factors above not being met. Companies can find out whether employee performance is increasing or decreasing depending on the assessment of relationships between employees. *Organizational Citizenship Behavior* or relations between employees is extra individual behavior, which is not directly or explicitly in the formal work system and is able to increase the effectiveness of organizational functions. OCB behavior is not written on *the job employee description*, but is expected by the organization. With employees having OCB, it is hoped that it can support increased employee and business performance, effectiveness and organizational survival.

The gap analysis contained in this research shows that one party explains that there is a positive and significant influence, while other research shows that there is no significant influence. These results show that work motivation, compensation, work environment have a significant positive effect on employee performance (Asriani et al., 2020; Awidiya & Netra, 2021; Pangastuti et al., 2020). Meanwhile in *organizational citizenship behavior* has a significant effect on employee performance (Suwibawa et al., 2018; Ticoalu, 2013). These results explain that all variables in this research have a positive influence on employee performance. Other results show that work motivation, competence, work environment and compensation have a positive effect on employee performance, but the compensation variable has a positive and insignificant effect on *Organizational Citizenship Behaviour* (Suhardi, 2019). Compensation directly has no

significant effect on employee performance, while motivation and job satisfaction have a significant effect on employee performance (Mundakir & Zainuri, 2018). Apart from that, different results were shown by *organizational testing citizenship behavior* has no significant effect on employee performance (Faiza et al., 2022)

For this reason, this research was conducted to find out more clearly whether the motivation and compensation of each employee is able to improve employee performance mediated by *organizational citizenship behavior*. In accordance with the explanation in the background of this research, the problem formulation can be drawn as follows: 1) Does motivation influence *organizational citizenship ? behavior ?*; 2) Does compensation have an effect on *organizational citizenship behavior ?*; 3) Does motivation influence employee performance?; 4) Does compensation affect employee performance?; 5) Does *organizational citizenship behavior* influence employee performance?; 6) Does *organizational citizenship behavior* mediate the influence of motivation on employee performance?; 7) Does *organizational citizenship behavior* mediate the influence of compensation on employee performance.

In accordance with the problem formulation that has been described, this research has the main objectives, namely 1) To test and analyze the influence of motivation on *organizational citizenship behavior* ; 2) To test and analyze the influence of compensation on *organization citizenship behavior* ; 3) To test and analyze the influence of motivation on employee performance; 4) To test and analyze the effect of compensation on employee performance; 5) To test and analyze *organizational influence citizenship behavior* towards employee performance; 6) To test and analyze *Organizational citizenship behavior* mediates the influence of motivation on employee performance; 7) To test and analyze *Organizational citizenship behavior* mediates the influence of compensation on employee performance. Then, from the actions taken, it is hoped that they will be able to provide practical, theoretical and policy contributions to improve employee performance through several aspects including work motivation, work compensation and *organizational citizenship behavior* .

RESEARCH METHODS

This research used a quantitative type of research. The research was conducted at Sinergia Group Indonesia which is located at Ruko Food Arcade CG 3 No. 5, Jl. Raya Lidah Wetan, Lidah Kulon, Kec. Lakarsantri, Surabaya City. This research utilized the population at Sinergia Group Indonesia, namely all employees and *associates* at Sinergia Group Indonesia, namely 40 people with a minimum length of time working at the company for 1 month. In this study, researchers used saturated samples. This research requires primary data in the form of questionnaire results and secondary data in the form of various relevant sources. All data obtained will go through various stages. The validity stage uses *product moment* and the reliability uses *Cronbach alpha*. Then all valid and reliable data will be collected and then tested for normality, multicollinearity, heteroscedasticity and linearity via SPSS. Analysis testing to obtain research results was carried out using descriptive analysis, multiple linear regression analysis, *Path Analysis* using the causal step method. All test results carried out will be presented in the form of F test, t test, coefficient of determination test (Sugiyono, 2019) .

RESULTS AND DISCUSSION

Research result

In accordance with the results of the tests carried out, the results of the tests carried out can be submitted. The first test was carried out using the regression method to find out whether there was an influence of motivation and compensation variables on OCB . The results of multiple linear regression analysis for model 1 can be seen in table 3 and model 2 in table 4.

Table 3
Model 1 Multiple Linear Regression Coefficients

Model	Unstandardized Coefficients		Standard Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	22,322	4,297		5,194	0.0 00
Motivation	0.6 04	0, 221	0.45 0	2,732	0.0 10
Compensation	0, 126	0, 104	0.199 _	1,210	0 .234

a. *Dependent Variable: Organizational Citizenship Behavior*

Table 4
Model 2 Multiple Linear Regression Coefficients

Model	Unstandardized Coefficients		Standard Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-2,043	4,655		-0.439	0,663 _
Motivation	- 0.001 _	0,200 _	- 0.001 _	-0.004	0.996 _
Compensation	0.153 _	0.088 _	0,260 _	1,746	0.0 89
<i>Organizational Citizenship Behavior</i>	0.513	0.135	0.551	3,786	0.001

a. *Dependent Variable: Employee Performance*

The next test is the classic assumption test. Researchers tested using *the one sample Kolmogorov-Smirnov* test which is used to see whether the data is normally distributed and can be used. The test results can be seen in table 5.

Table 5
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		40
Normal Parameters, b	Mean	0.000000
	Std. Deviation	1.96404484

Most Extreme Differences	Absolute	0.109
	Positive	0.109
	Negative	-0.074
Statistical Tests		0.109
Asymp. Sig. (2-tailed)		0.200c,d

Based on table 5, the resulting *asymptotic significant (two tailed)* value of 0.200 is greater than 0.05 so it meets the Kolmogorov-Smirnov criteria. So, it can be concluded that the data is normally distributed and can be used. Next, tests were carried out to see the magnitude of multicollinearity. The regression model can be said to be good when the independent variables are not correlated with each other. The following are the results of the multicollinearity test which can be seen in table 6.

Table 6
Multicollinearity Test Results

Variable	Tolerance Value	VIF value	Information
Motivation	0.540	1,852	Multicollinearity Free
Compensation	0.624	1,602	Multicollinearity Free
<i>Organizational Citizenship Behavior</i>	0.651	1,535	Multicollinearity Free

Based on table 6, it can be seen that the independent variables consisting of motivation, compensation and *organizational citizenship behavior* have a VIF value <10 and have a tolerance value > 0.1. The results of obtaining VIF values in this study did not contain multicollinearity. The conclusion is that in the regression model there is no correlation between the independent variables. Next, homoscedasticity testing was carried out. A regression model can be said to be good if it has homoscedasticity. If the scatterplot graph shows spread on the Y axis, as well as positions above and below point 0, then it can be concluded that the regression model does not have heteroscedasticity. The results of the heteroscedasticity test show that the regression model does not form a particular pattern or heteroscedasticity does not occur so that the regression model in this research can be said to be good. The conclusions obtained come from the scatterplot image which does not form a particular pattern, and the points in *the scatterplot* are spread above or below number 0 on the Y axis.

Heteroscedasticity testing shows good results so linearity testing can be continued which is used to determine whether there is a linear relationship or not between the variables of motivation, compensation, *organizational citizenship behavior* and employee performance. The results of the linearity test for model 1 in this study can be seen in table 7.

Table 7
Model 1 Linearity Test Results

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	121,925	2	60,962	9,900	0,000
Residual	227,850	37	6,158		
Total	349,775	39			

In table 7, it can be seen that the significance level is 0.000. If compared using a significance level (α) of 0.05, it can be concluded that there is a linear relationship between

motivation, compensation and *organizational citizenship behavior* . From the results of the linearity test, it was found that the significance value of 0.000 was smaller than 0.05, so the regression model was suitable for use. In model 2, a linearity test was carried out and can be seen in table 8.

Table 8
Model 2 Linearity Test Results

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	152,534	3	50,845	12,167	0,000
Residual	150,441	36	4,179		
Total	302,975	39			

In table 8, it can be seen that the significance level is (α) $0.000 < 0.05$. These results concluded that there is a linear relationship between motivation, compensation and *organizational citizenship behavior* on employee performance. From the results of the linearity test, the regression model is suitable for use. All data that can be tested further will carry out multiple linear regression analysis to find out whether there is an influence of motivation and compensation variables on *organizational citizenship behavior* . The results of the multiple linear regression analysis processing of the F test can be seen in table 9.

Table 9
Anova F Test Results

Model	Model 1		Model 2	
	F	Sig	F	Sig
Regression	9,900	0,000	12,167	0,000
Residual				
Total				

Table 9 shows the significance value of the F test, $0.000 < 0.05$. These results can be concluded that the regression model is suitable for use, which means that motivation and compensation are able to predict *organizational citizenship behavior* . Meanwhile, model 2 states the significance value of the F test = $0.000 < 0.05$. These results can be concluded that the regression model is suitable for use, which means that motivation, compensation and *organizational citizenship behavior* are able to predict employee performance. Then the results of the coefficient of determination are shown in table 10.

Table 10
Testing the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	0.590	0.349	0.313	2,482
2	0.710	0.503	0.462	2,044

In table 10, it is known in model 1 that the R2 value is 0.349. These results indicate that the contribution of motivation and compensation to *organizational citizenship behavior* is 34.9%. There is a remaining 65.1% influenced by other factors. Meanwhile, model 2 shows the value of R square (R2) is 0.503. These results show that the contribution of motivation,

compensation and *organizational citizenship behavior* to employee performance is 50.3%. There is a remaining 49.7% influenced by other factors. A path diagram is a form of path depiction used in testing independent and dependent variables directly or indirectly. Intervening variables can mediate when an indirect relationship occurs between two variables. The results of the path analysis can be seen in table 11.

Table 11
Path Analysis _

Variable	Standardized Beta Value	Sig	Information
MV > OCB	0.604	0.010	Significant
KS > OCB	0.126	0.234	Not significant
MV > KK	-0.001	0.996	Not significant
KS > KK	0.153	0.089	Not significant
OCB > KK	0.513	0.001	Significant

In accordance with table 11, motivation towards *organizational citizenship behavior* has a significance value of $0.010 < 0.05$, which means that motivation has a significant influence on *organizational citizenship behavior* in the Sinergia Group Indonesia company. However, the compensation variable has an insignificant influence on *organizational citizenship behavior* because it has a significance value of $0.234 > 0.05$. The results of motivation and compensation have an insignificant influence on employee performance at the Sinergia Group Indonesia company because they have a significance value of more than 0.05. However, the *organizational citizenship behavior* variable has a significant influence on employee performance, because it has a significance value of $0.001 < 0.05$. For this reason, it can be concluded that motivation variables have a direct and indirect effect on employee performance through *organizational citizenship behavior*. The compensation variable has no direct effect on employee performance through *organizational citizenship behavior*.

Table 12
Multiple Linear Regression Analysis of Direct Effects

Model	Unstandardized Coefficients		Standard Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	22,322	4,297		5,194	0,000
Motivation	0.604	0.221	0.450	2,732	0.010
Compensation	0.126	0.104	0.199	1,210	0.234

In accordance with table 12, there is a motivation coefficient value of 0.604 ($\beta = 0.450$) with $t = 2.732$ and a significance level of 0.010. From these results, it can be concluded that motivation has a significant effect on *organizational citizenship behavior*, so that the first criterion is met. There is a compensation coefficient value of 0.126 ($\beta = 0.199$) with $t = 1.210$ and a significance level of 0.234. From these results, it can be concluded that compensation has no significant effect on *organizational citizenship behavior*, so that the second criterion is not met.

Table 13

Multiple Linear Regression Analysis of Indirect Effects

Model	Unstandardized Coefficients		Standard Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-2,043	4,655		-0.439	0.663
Motivation	-0.001	0.200	-0.001	-0.004	0.996
Compensation	0.153	0.088	0.260	1,746	0.089
<i>Organizational Citizenship Behaviour</i>	0.513	0.135	0.551	3,786	0.001

In accordance with table 13, it can be concluded that *organizational citizenship behavior* as an intervening variable can mediate and motivation does not influence employee performance. So the sixth hypothesis is accepted. Then *organizational citizenship behavior* as an intervening variable can mediate and compensation does not affect employee performance. So the seventh hypothesis is accepted.

Discussion

Motivation has a positive and significant influence on *organizational citizenship behavior*

The results in this study show that motivation has a positive and significant influence on *organizational citizenship behavior* at Sinergia Group Indonesia. This indicates that when motivation increases, *organizational citizenship behavior* will also increase. The motivation variable in this case is the main variable in increasing *organizational citizenship behavior*. This is in line with research results that motivation has a significant effect on *organizational citizenship behavior* (Nazmah et al., 2011; Suhardi, 2019). Because providing motivation to employees has several goals, such as (1) encouraging work enthusiasm (2) increasing morale (3) improving employee performance. In the results of this research, motivation and *organizational citizenship behavior* are forms of human behavior, which can be linked to behavioral psychology. Behavioral psychology in this context is that employees receive stimulation or action from outside, then the reaction will occur and be seen in the employee. So, when motivation is increased it will directly increase employee behavior in helping co-workers or carrying out activities outside the main job.

Compensation has a positive and insignificant effect on *organizational citizenship behavior*

The results of this study show that compensation has a positive and insignificant influence on *organizational citizenship behavior* at Sinergia Group Indonesia. This indicates that when compensation increases, *organizational citizenship behavior* also increases, but not significantly. Because compensation is not the main variable in improving *organizational citizenship behavior* in companies. The research results showed that compensation on *organizational citizenship behavior* had no significant effect. Compensation is a right that companies must provide to employees as part of employment relations. Generally, when a company makes changes or increases to the compensation employees receive, the desire to help co-workers or do something outside the employee's *job description* will increase. Lack of influence of

compensation on *organizational citizenship behavior* shows that when the company increases compensation it does not have a significant influence on *organizational citizenship behavior*.

There are factors that influence employees to continue to have *organizational citizenship behavior*, while compensation in the company has increased, namely (1) employees continue to have *organizational citizenship behavior* because Sinergia Group Indonesia employees have positive character or values in carrying out daily life in the company. (2) The company instills a value or work culture in the form of *positive, inspirational, creative* and *transformative*, these four values are a factor in every employee maintaining *organizational citizenship behavior*. From these factors, when a company tries to increase compensation, it does not significantly influence someone to increase *organizational citizenship behavior*. If it is related to behavioral psychology, it would be very appropriate if compensation was given appropriately or increased, then employees would be very willing to help their colleagues. Because behavioral psychology talks about the actions and reactions of employees.

Negative and Insignificant Motivation on Employee Performance

The results of this research show that motivation has a negative and insignificant influence on employee performance at Sinergia Group Indonesia. This indicates that when motivation increases, employee performance will decrease. This means that motivation is not the main variable in improving employee performance. The research results showed that motivation on employee performance was negative and had no significant effect. This result is contrary to Armstrong and Baron's theory, which states that personal factors can influence employee performance. In the results of this research, it was also found that motivation had no significant effect on employee performance. Looking at the factors above, the size of each employee's need for motivation is different, so this is difficult to measure with certainty.

Finally, when the company increased its motivation by giving it equally to all employees, some employees felt that this did not suit them. For this reason, when a company tries to increase motivation, it will cause an employee's performance in the company to decline. This is in line with research results that motivation has no significant effect on employee performance (Purwati, 2011). The results of this research see the opposite effect of motivation on employee performance, because when the company increases motivation, employee performance decreases. It can be said that employee performance in the company is good and motivation is not the main factor in increasing employee performance.

Compensation has a positive and insignificant effect on employee performance

The results of this research show that compensation has a positive and insignificant influence on employee performance at Sinergia Group Indonesia. This indicates that when compensation increases, employee performance increases, but not significantly. This is because compensation is not the main variable in increasing employee performance. The research results showed that compensation had no significant effect on employee performance. If you look at the results of the statements on the compensation indicators given to respondents, you can see the highest scores on the indicators of appropriate incentives, appropriate allowances and adequate facilities. It can be interpreted that these three indicators have good values, even

though compensation is increased there are changes that occur in employee performance, but they are not significant.

If compensation is linked to behavioral psychology, if the compensation received by employees increases, employee performance will also increase. The opposite also applies, if there is no increase in compensation, then employee performance will tend to remain unchanged. Because behavioral psychology talks about employee reactions. The results of this research are in line with the results of research that compensation does not have a significant effect on employee performance. In this case, compensation is not the main factor in increasing employee performance in the company and the compensation received by employees at this time is appropriate (Mundakir & Zainuri, 2018; Murty & Hudiwinarsih, 2012) .

***Organizational Citizenship Behavior* has a Positive and Significant Influence on Employee Performance**

The results in this study show that *organizational citizenship behavior* has a positive and significant influence on employee performance at Sinergia Group Indonesia. This indicates that when *organizational citizenship behavior* increases, employee performance will increase. It can be interpreted that *organizational citizenship Behavior* is the main variable in increasing employee performance. *Organizational citizenship Behavior* is the independent behavior of individual employees, not directly seen in the reward system and in promoting the effective functioning of the organization. *Organizational citizenship Behavior* in general is the behavior of humans, in this case employees who are willing to carry out activities outside of the employee's job description. *Organizational citizenship Behavior* generally has 3 elements, namely compliance, loyalty and participation. Looking at these elements, it is very important for companies to instill behavior, one of which is helping co-workers, which is not in the job description. It is hoped that this will affect the performance of each employee.

Looking at the statements given to respondents, the results showed that the indicators of *altruism* (behavior of helping colleagues) and *courtesy* (behavior of maintaining good relationships) showed good values. Things that companies can do to improve employee performance through *organizational means citizenship behavior* , namely maintaining good relations between employees and ensuring that colleagues help each other. The results of this research are also in line with research that *organizational citizenship behavior* has a significant effect on employee performance (Ticoalu, 2013) . If linked to behavioral psychology theory, it would be very appropriate if employee performance increases when *organizational citizenship behavior* is improved and this indicates that *organizational citizenship behavior* is the main indicator in increasing employee performance in the company.

***Organizational Citizenship Behavior* Mediates the Influence of Motivation on Employee Performance**

The results of this research show that motivation has a negative and insignificant influence on employee performance at Sinergia Group Indonesia. On the other hand, motivation has a significant influence on *organizational citizenship behavior* . This indicates that *organizational citizenship behavior* is the main variable and supporting factor for employees to improve their performance within the company. The factor that can increase *organizational citizenship*

behavior is motivation. Organizational *citizenship behavior* is closely influenced by a dominant motive. The results obtained will be very appropriate if the company increases motivation, there will also be an increase in employee behavior in voluntarily helping their colleagues and ultimately with employees helping each other which is not their main job, this will help increase employee performance in the company.

The results of calculations in this research show that motivation for employee performance through *organizational citizenship behavior* has an indirect influence value that is greater than the direct influence value. It can be said that *organizational citizenship behavior* is able to mediate the influence of motivation on employee performance. Looking at the factors that influence the lack of *organizational citizenship behavior*, including job satisfaction and environmental factors. When employees have good job satisfaction and good environmental factors, employees will indirectly have good motivation and when motivation is good or increases, employee performance will increase. The results of this research are in line with research that motivation has a significant effect on employee performance which is mediated by *organizational citizenship behavior* (Gautama & Edalmen, 2020) .

Organizational Citizenship Behavior Mediates the Influence of Compensation on Employee Performance

The results in this study show that compensation through *organizational citizenship behavior* has a significant influence on employee performance at Sinergia Group Indonesia. This indicates that *organizational citizenship behavior* is the main variable and supporting factor for employees to improve their performance within the company. Compensation is a right where wages or other forms become the reality of compensation received by employees and the compensation received by employees can be financial or non-financial. *Organizational citizenship behavior* is employee behavior that exceeds job demands or can be said to do something outside the employee's job description. *Organizational citizenship behavior* is often able to increase effectiveness, performance and efficiency in the organization.

The results of calculations in this research show that compensation for employee performance through *organizational citizenship behavior* has an indirect influence value that is greater than the direct influence value. It can be said that *organizational citizenship behavior* is able to mediate the influence of compensation on employee performance. Factors that influence the lack of *organizational citizenship behavior* include job satisfaction and organizational commitment. When these two things are fulfilled well, including compensation that meets expectations, employee performance will increase. The results of this research are in line with research that *organizational citizenship behavior* mediates the influence of compensation on employee performance (Ticoalu, 2013) .

CONCLUSION

In accordance with the results of the research that has been carried out, the conclusions from this research can be determined: (1) the motivation variable has a positive and significant effect on *organizational citizenship behavior* , (2) the compensation variable has a positive and insignificant effect on *organizational citizenship behavior* , (3) motivation has a negative effect and not significant on employee performance, (4) the compensation variable has a positive and

insignificant effect on employee performance, (5) the *organizational citizenship behavior variable* has a positive and significant effect on employee performance, (6) *the organizational citizenship behavior variable* is able to fully mediate the influence between the motivation variables on employee performance, (7) the *organizational citizenship behavior variable* is able to fully mediate the influence of compensation variables on employee performance.

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