

## **The Impact of Compensation, Work Environment, and Organizational Citizenship Behavior (OCB) on Geothermal Employee Job Satisfaction**

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### **Abstract**

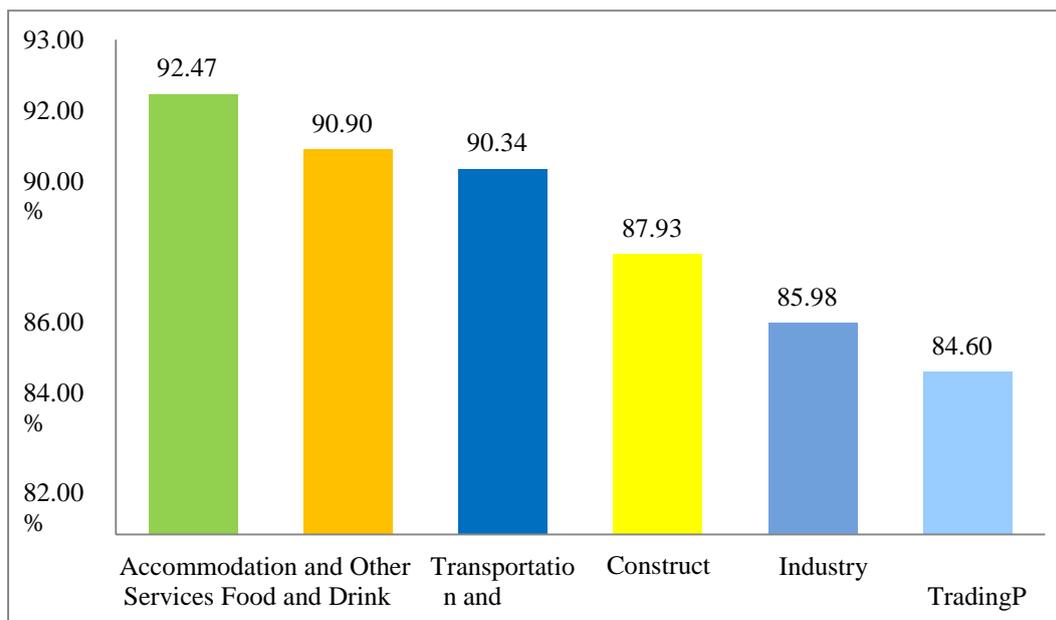
This research is a quantitative study that aims to determine and prove the effect of Compensation, Work Environment, and Organizational Citizenship Behavior (OCB) on Job Satisfaction of geothermal Employees. The sample technique used is probability sampling with a simple random sampling approach using the Slovin formula so that a sample of 93 employees is obtained. Data collection was carried out through distributing questionnaires. The data analysis technique used is the Partial Least Square (PLS) method. The test results obtained in this study (1) compensation has a positive and significant effect on job satisfaction, (2) the work environment has a positive and significant effect on job satisfaction, (3) organizational citizenship behavior (OCB) has a positive and significant effect on job satisfaction. The implications of this research include theoretical and practical, that is, the information in the research is expected to add insight in the development of knowledge in the field of human resource management, as well as have an impact on companies as material for thought and consideration in solving existing problems. The contribution in this study is to assist companies in tackling problems, especially in terms of compensation, work environment, and organizational citizenship behavior (OCB) on employee job satisfaction.

Keywords: Compensation; Work environment; Organizational Citizenship Behavior (OCB);  
Job satisfaction.

### **INTRODUCTION**

During the Covid-19 pandemic, it was marked by the emergence of a new virus which had many impacts and affected the whole world due to the spread of the virus (Hamdi, Astrin, & Fahrudin, 2022). The consequences of the virus have affected the existence of human resources (HR) in organizations or companies. The existence of human resources in organizations or companies has an important role because they play a large role in carrying out work activities amid the Covid-19 pandemic. HR management that is carried out effectively and efficiently can have an impact on the growth of an organization or company during the Covid-19 pandemic or in the future in achieving the vision and mission of the organization or company (Hartanto &

Turangan, 2022). In general, HR is one of the most important components of a company as one of the supporters to achieve the goals that have been set and can determine the success of an organization or company (Mangkunegara, 2017, p. 5). HR with good quality is one of the things that is beneficial for an organization or company in supporting activities that will be carried out and can survive in competition. Optimal HR implementation is important with a good human resource management (HRM) role



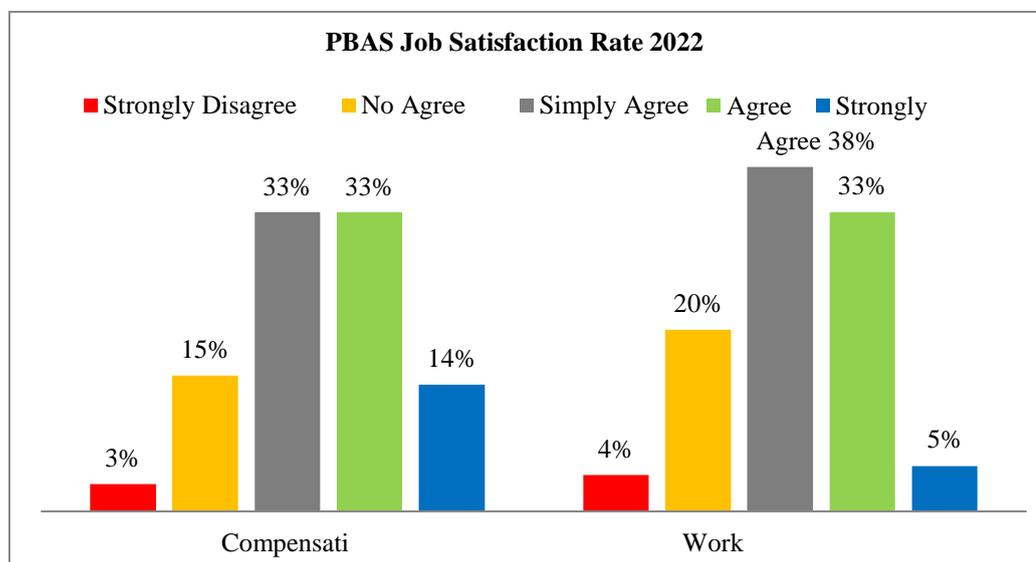
in helping the running of an organization or company (Kasmir, 2016, p. 5). HRM has an important role for an organization or company in planning, directing, and managing employees so that they can productively achieve organizational or company goals.

**Figure 1.** Graph of Decreased Income by Business Sector Impact of the Covid-19 Pandemic Source: Statistics Indonesia (2022)

From Figure 1 it can be seen the graph obtained based on the results of a survey by the Central Statistics Agency (2022), the Covid-19 pandemic 19 had an impact on decreasing revenue in several business sectors, one of which was the construction sector. The decline in revenue that occurred in the construction sector was caused by a lack of project progress that could be billed to customers which resulted in less than optimal job satisfaction (Nadella & Rahadi, 2022). Job satisfaction is one of the main factors in an organization or company (Mangkunegara, 2017, p. 117). Employee job satisfaction that is not optimal is caused by several influencing factors, so in increasing employee job satisfaction at work, organizations or companies can use many ways to increase job

satisfaction by providing education and training, building a conducive work environment,

The problem that occurs in geothermal is regarding job satisfaction that is not yet optimal, where it is important for companies to make improvements and review employees in order to achieve optimal job satisfaction. A good level of job satisfaction is important to achieve company goals. Several problem factors that support job dissatisfaction at geothermal are compensation and work environment. geothermal conducts a job satisfaction survey that aims to assess job satisfaction and determine employee ratings of the policies that have been implemented by the company's management so far. The survey conducted can be used as input for geothermal management in determining steps and policies.



**Figure 2.** geothermal Job Satisfaction Level Graph for 2022 Source: geothermal Job Satisfaction Survey Report (2022)

From Figure 2 it can be seen that the graph based on the geothermal job satisfaction survey report (2022) shows that the results of job satisfaction are not optimal. This is based on survey results where employees who chose the agree and strongly agree categories have not reached the target of above 60%. This is supported by the presence of employees who still choose the category of strongly disagree and disagree from compensation by 18% and work environment by 24%. According to the analysis of the Human Resources Division, geothermal reveals that it is important to review and make improvements to the factors that affect job satisfaction.

According to the analysis of the Human Resources Division, geothermal

revealed that there were several problems with employees related to compensation so that optimal job satisfaction had not been achieved. The compensation in question includes health insurance facilities that are still lacking (outpatient care, etc.), and related to the salary structure, regional benefits are still changing. According to the analysis of the Human Resources Division, geothermal revealed that there were several problems with employees related to the work environment so that optimal job satisfaction had not been achieved. The work environment referred to is the importance of adding work support facilities consisting of a color printer, scanner, document storage room or cupboard, both desks and work space are important for expansion, We pay more attention to the cleanliness of toilets and pantries, add garbage disposals in the work area, make improvements to the internet network, both WIFI and LAN during online meetings because they are always disrupted, the existing photocopiers are no longer usable (some are broken), so it is important perform updates or repairs, air conditioner (AC) which has problems in several work areas, so it is important to carry out repairs or updates, and add servers for each function. According to the results of interviews with the Human Resources Manager related to geothermal in a non-physical work environment, it is important to improve good working relations between employees in the work environment in order to create comfort at work. make improvements to the internet network, both WIFI and LAN during online meetings because they are always interrupted, the existing photocopiers are no longer usable (some are damaged), so it is important to update or repair them, problematic air conditioners (AC) in several work areas , so it is important to make repairs or updates, and add servers for each function. According to the results of interviews with the Human Resources Manager related to geothermal in a non-physical work environment, it is important to improve good working relations between employees in the work environment in order to create comfort at work. make improvements to the internet network, both WIFI and LAN during online meetings because they are always interrupted, the existing photocopiers are no longer usable (some are damaged), so it is important to update or repair them, problematic air conditioners (AC) in several work areas , so it is important to make repairs or updates, and add servers for each function. According to the results of interviews with the Human Resources Manager related to geothermal in a non-physical work environment, it is important to improve good working relations between employees in the work

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According to the results of interviews with the geothermal Human Resources Manager, there are problems related to organizational citizenship behavior (OCB), namely the delegation of other people's work from superiors to employees. The job is not an obligation that must be done by the employee and the acceptance of the job is not based on the initiative or voluntarily of the employee. This is due to the need for superiors to get the results of the work completed according to the target. The boss then appoints employees who can be trusted to do the job quickly and provide maximum results. However, delegation of other people's work from this superior will not be given directly. There is a prior consideration based on the employee's workload. Another problem related to OCB in geothermal is that there are still employees who have not been able to keep up with the changes that are happening in the company properly and do not have the initiative to respond quickly in providing recommendations for improvements to achieve company progress. The target to be achieved by geothermal is to have employees who can follow the changes that occur in the company well and can have an attitude of initiative in solving a problem by providing recommendations for improvements to the company. In general, geothermal has never conducted a thorough OCB analysis on employees. Thus, there is no use of specific indicators to identify OCB in geothermal employees.

Previous research conducted by Italina & Fakhurrazi (2022) shows that compensation and the work environment have a significant positive effect on job satisfaction. Agree with Emily & Sometimes's research (2022) which shows that

compensation and the work environment have a significant positive effect on job satisfaction. In contrast, research by Veri & Rahayu (2017) shows that compensation has no effect on job satisfaction. Then, Ayuhana's research, et al. (2018) which shows the results that the work environment has no effect on job satisfaction. Research by Lestari & Ghaby (2018) and Chaerani & Nimran (2018) shows the result that OCB has a significant positive effect on job satisfaction,

The basic theory used in problem solving in this study is to use variable measuring instrument indicators with the theory of Robbins & Judge (2015, p. 50) in the explanation of job satisfaction variables, Rivai (2015, p. 360) in the explanation of compensation variables, Nitisemito (2018 , p. 159) on the explanation of work environment variables, Muhdar (2015, p. 16) on the explanation of organizational citizenship behavior (OCB) variables.

This research was conducted based on the results of the phenomenon that occurred and the existence of previous research on job satisfaction. In addition, based on the research gap found in previous research, the researcher is interested in doing more in-depth research on "The Influence of Compensation, Work Environment, and Organizational Citizenship Behavior (OCB) on Job Satisfaction of geothermal Employees". The novelty in this research is examining the effect of OCB on job satisfaction, because OCB itself was not previously measured in a problem that could have an impact or not on employee job satisfaction. Originality based on previous research that has been cited by researchers does not have the same title theme as the research being studied,

## **RESEARCH METHODS**

### ***Population and Sample***

This research utilizes a geothermal employee population of 127 employees. The sample technique used is probability sampling Sugiyono (2019, p. 127) with a simple random sampling approach using the Slovin formula with a margin of error of 5% so that a sample of 93 employees is obtained.

### ***Data collection technique***

This study utilized data collection techniques using a number of data sources such as interviews (interviews), questionnaires, and documentation (Sugiyono, 2019, p. 304). Data collection was used as an effort to collect data by distributing questionnaires using a Google form to several geothermal employees. According to Sugiyono (2019, p. 146), the Likert scale is used to measure the treatment, opinions, and responses of a person or group of people regarding social phenomena. With a score of 1-5 consisting of 5 strongly agree, 4 agree, 3 neutral, 2 disagree, and 1 strongly disagree.

### ***Data analysis technique***

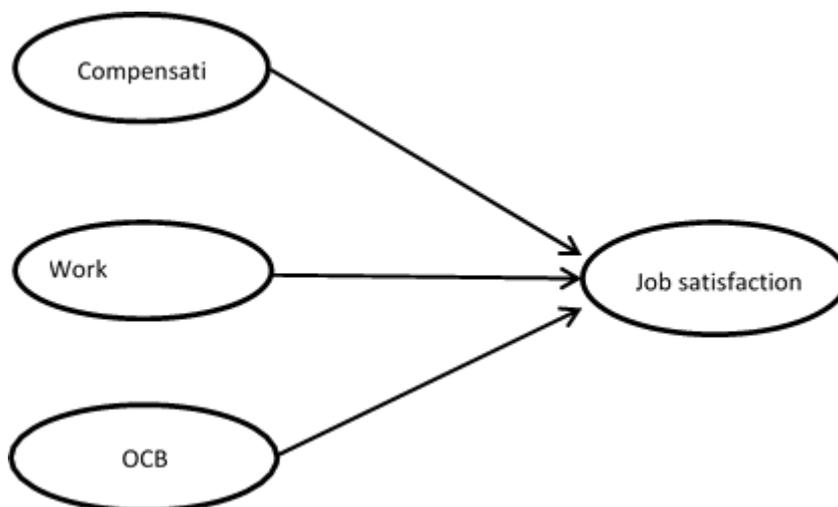
Analyzing data by utilizing the partial least squares (PLS) method and SmartPLS software. The validity test in this study utilizes the SmartPLS software in its calculations. The validity assessment consisted of convergent validity by observing the loading factor calculation value  $> 0.7$ , and the Average Variance Extracted (AVE) value  $> 0.5$ . However, with the development of a loading factor research with a value of 0.5 to 0.6 it can be used or is still accepted (Ghozali, 2022, p. 71). Good discriminant validity is shown from the value  $> 0.7$  and the square root of the AVE in each construct which is greater than the correlation between the construct and the other constructs in the model.

Reliability can be determined by measuring Cronbach's alpha and composite reliability (Ghozali, 2022, p. 71). In composite reliability, if the value is  $> 0.7$ , the variable meets the criteria, however, with the development of composite reliability research, a value of 0.6 to 0.7 can be used or accepted and Cronbach's alpha value  $> 0.6$  is declared reliable. The R-Square test is used to determine and measure the ability of the model to explain variations in the dependent variable. The R<sup>2</sup> value has a magnitude from 0 to 1, the R<sup>2</sup> value  $> 0.7$  is included in the strong model, 0.5 is included in the moderate model, and 0.25 is included in the weak model (Ghozali, 2022, p.75). T test shows the extent to which the influence of one independent variable on the dependent variable.

### ***Research Model***

This research model was created in order to explain the research paradigm as an answer to research problems.

This research model has three independent variables affecting the dependent variable. This study aims to be able to review the effect of compensation, work environment, and OCB on job satisfaction. Further explanation regarding the relevance between variables in the research model, can be seen in the image below:



**Figure 3.**Research Model

## RESULT AND DISCUSSION

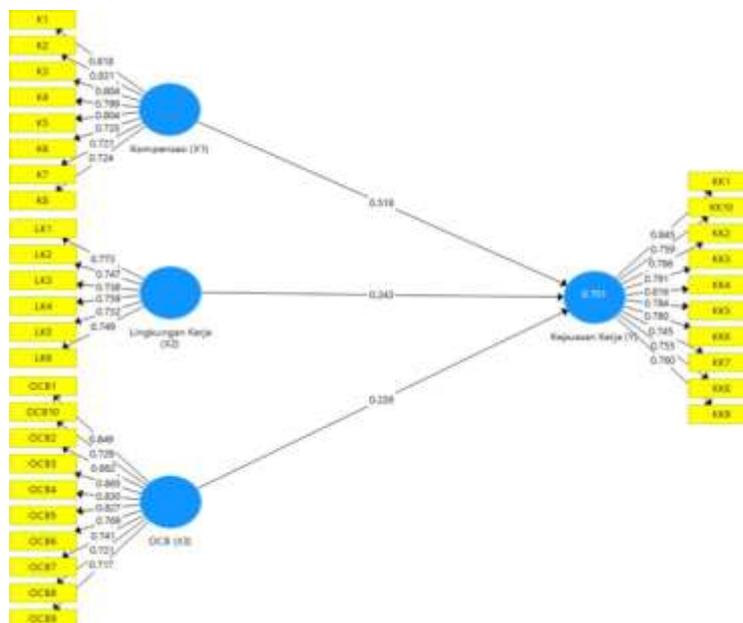


Figure 4. Outer Model

Source: SmartPLS 3.0 Output Results (2022)

Figure 4 is known for all instruments from each indicator contained in the research variables. This measurement model can be continued to test the validity, reliability, r-square test, and test the hypothesis on each variable in this study.  $t\text{-table} = df = (nk) = (\alpha; nk) = (0.05; 93-4) = 1.986$ .

### Convergent Validity Test

Table 1. SmartPLS Loading Factor Output Results

	Job Satisfaction (Y)	Compensation (X1)	Work Environment (X2)	OCB (X3)
KK1	0.845			
KK2	0.759			
KK3	0.786			
KK4	0.791			
KK5	0.816			
KK6	0.784			
KK7	0.780			

KK8	0.745
KK9	0.755
KK10	0.760
K1	0.818
K2	0.831
K3	0.804
K4	0.799
K5	0.804
K6	0.735
K7	0.721
K8	0.724
LK1	0.773
LK2	0.747
LK3	0.738
LK4	0.759
LK5	0.732
LK6	0.749
OCB1	0.849
OCB2	0.729
OCB3	0.862
OCB4	0.885
OCB5	0.830
OCB6	0.827
OCB7	0.769
OCB8	0.741
OCB9	0.721
OCB10	0.717

Source: SmartPLS 3.0 Output Results (2022)

Table 1 shows that the loading factor values for each instrument on each research variable indicator fulfill the requirements and it can be stated that all indicators are valid because all loading factor values are  $> 0.5$  as explained by Ghozali (2022, p. 71), so that research can be continued.

**Table 2.** *Average Variance Extracted(AVE)*

<b>Variable</b>	<b>Average Variance Extracted(AVE)</b>
Job Satisfaction (Y)	0.612
Compensation (X1)	0.609
Work Environment (X2)	0.562

OCB (X3)	0.633
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Source: SmartPLS 3.0 Output Results (2022)

Table 2 shows that the AVE value of this research variable is valid. An indicator can be said to be valid if it has an AVE value > 0.5 (Ghozali, 2022, p. 71).

**Discriminant Validity Test**

**Table 3. Fornell Larcker Criterion**

	Job satisfaction	Compensation	Work environment	OCB
Job satisfaction	<b>0.782</b>			
Compensation	0.782	<b>0.780</b>		
Work environment	0.715	0.719	<b>0.750</b>	
OCB	0.536	0.393	0.438	<b>0.795</b>

Source: SmartPLS 3.0 Output Results (2022)

Table 3 shows that the value of the Fornell Larcker criterion for this research variable is valid. An indicator can be said to be valid if the value is > 0.7 and the square root of the AVE for each construct is greater than the correlation between the construct and the other constructs (Ghozali, 2022, p. 71).

**Reliability Test**

**Table 4. Cronbach's Alpha and Composite Reliability**

Variable	Cronbach's Alpha	Composite Reliability
Job satisfaction	0.929	0.930
Compensation	0.909	0.926
Work environment	0.846	0.885
OCB	0.937	0.935

Table 4 shows that the value of Cronbach's alpha and composite reliability of this research variable is reliable. It can be declared reliable if the Cronbach's alpha value is > 0.6 and an item is said to be reliable if the composite reliability value is > 0.7 (Ghozali, 2022, p. 71).

***R-Square test***

**Table 5. Test R-Square**

Variable	R-Square
Job Satisfaction (Y)	0.700

Source: SmartPLS 3.0 Output Results (2022)

Table 5 shows that the R-Square value of the job satisfaction variable in this study is 0.700, thus it shows that the contribution of the compensation, work environment, and OCB variables to job satisfaction is 0.700 or 70.0% and the remaining 30.0% is influenced by other variables not examined by researchers. This value is included in the strong model.

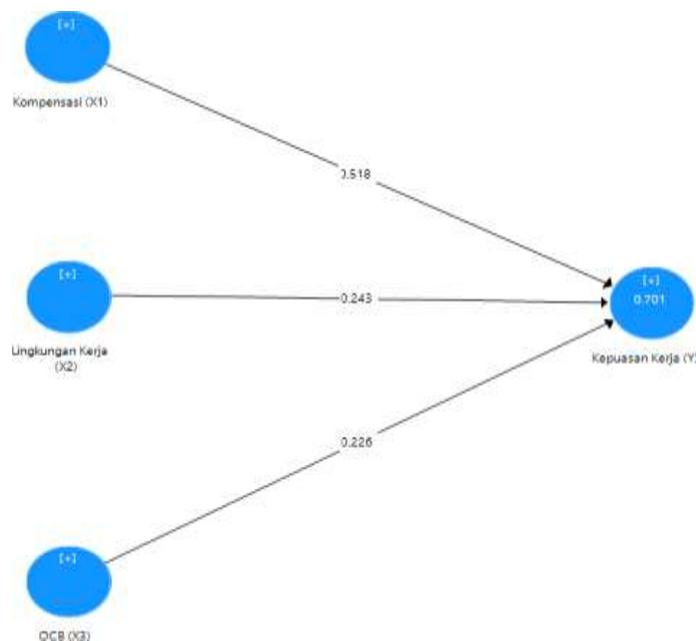
***Hypothesis testing***

**Table 6. Path Coefficient and Significance Test Partial (T test)**

	Original Sample (O)	Sample Means (M)	standard Deviations (STDEV)	T Statistics ((O/STDEV))	P Values
Compensation (X1) -> Job Satisfaction (Y)	0.518	0.517	0.131	3,935	0.000
Work Environment (X2) -> Job Satisfaction (Y)	0.243	0.246	0.093	2,584	0.010
OCB (X3) -> Job Satisfaction (Y)	0.226	0.229	0.092	2,474	0.014

Source: SmartPLS 3.0 Output Results (2022)

Figure 5. Inner Model



Source: SmartPLS 3.0 Output Results (2022)

Table 6 and Figure 5 show that the original sample (O) explains the path analysis coefficient values. In the calculation results, it can be seen that the compensation variable on job satisfaction has an original sample value (O) of 0.518, it means that the amount of compensation contribution is 51.8%, in the work environment variable on job satisfaction has a value of 0.243, it can be interpreted that the contribution of the work environment is 24.3%, and the OCB variable on job satisfaction has a value of 0.226, it can be interpreted that the contribution of OCB is 22.6%. Overall, each variable shows a positive contribution between the independent variables and the dependent variable.

Based on table 6 shows that the three variables partially have a positive and significant effect on job satisfaction. Compensation is based on the results of t count  $3.935 > t$  table 1.986, the original sample value (O) is 0.518, and the significance value (P Values) is  $0.000 < 0.05$ . So it can be concluded that H1 is acceptable. This research is strengthened by previous research which has similar results conducted by Ramadanita & Kasmiruddin (2018), Suprpti & Endah (2019), Italina & Fakhurrrazi (2022), and Apriyani & Iriyanto (2022).

The work environment is based on the results of t count  $2.584 > t$  table 1.986, the original sample value (O) is 0.243, and the significance value (P Values) is  $0.010 < 0.05$ . So it can be concluded that H2 is acceptable. This research is reinforced by previous research which has similar results conducted by Sitingjak (2018), Mariyanti & Saputri (2019), Italina & Fakhurrazi (2022), and Apriyani & Iriyanto (2022).

OCB is based on the results of t count  $2.474 > t$  table 1.986, the original sample value (O) is 0.226, and the significance value (P Values) is  $0.014 < 0.05$ , it means that OCB has a significant effect on job satisfaction. So it can be concluded that H3 is acceptable. This research is reinforced by previous research which has similar results conducted by Lukito (2022), Lestari & Ghaby (2018), and Chaerani & Nimran (2018).

## CONCLUSIONS AND RECOMMENDATIONS

### *Conclusion*

Based on the results obtained from research regarding the effect of compensation, work environment, and organizational citizenship behavior (OCB) on geothermal employee job satisfaction, it can be concluded as follows:

1. The results of the study prove and show that the compensation variable has a positive and significant effect on geothermal employee job satisfaction.
2. The results of the study prove and show that the work environment variable has a positive and significant influence on geothermal employee job satisfaction.
3. The results of the study prove and show that the OCB variable has a positive and significant influence on geothermal employee job satisfaction.

### *Suggestion*

Based on the conclusions regarding the results of the compensation variables, work environment, and organizational citizenship behavior (OCB) on the job satisfaction of geothermal employees, the suggestions that can be given are as follows:

For Companies

Can provide advice regarding the issue of compensation received by geothermal employees, namely for companies to improve health insurance facilities in increasing the provision of health care facilities for contract employee families and for wages given to employees so that they can optimize better so that they can provide remuneration or compensation in accordance with the sacrifice and skills of employees for the company. Good compensation can be done by optimizing the use of a system of providing compensation to employees such as using a merit pay system, namely paying according to the contributions that have been made by employees to the company.

Can provide advice regarding work environment problems received by geothermal employees, namely for companies to be able to improve a good work environment by paying attention to the quality and cleanliness of the most important public facilities such as toilets and pantries by adding cleaning service workers so that cleanliness can be maintained properly, besides that for the room in the company can expand to create a better work environment.

Can provide advice regarding OCB issues received by geothermal employees, namely for the company to provide encouragement to employees so that they have the attitude of being able to consider good things to achieve optimal company progress so that they can provide useful ideas for the company's progress in the present as well as in the future, besides that it can foster a sense of responsibility in employees in dealing with risks that will occur in the company.

For academics and future researchers, it is hoped that if there are researchers who want to test with similar topics, it is suggested that they can add or use other different variables so that they can obtain data or more complete information about the factors that influence employee job satisfaction besides the variables of compensation, work environment, and OCB.

### ***Research Contributions***

For companies, this research is expected to provide a contribution that can be used as material for thought or consideration for geothermal in tackling human resource issues concerning compensation, work environment, organizational citizenship behavior, and employee job satisfaction.

For academics and future researchers, this research is expected to contribute to encouraging a process in learning and application, especially in the science of human resource management and can be used as a guide for further research with the same theme or more expanded variables.

### **Research Limitations**

In this study, researchers still have some limitations in the process of preparing the research. The limitations in this study are as follows:

In this study it was quite difficult to collect respondents' answers due to the busy working conditions of geothermal employees and the ongoing Covid-19 pandemic, which caused the process of filling out and collecting questionnaire data to take a little time.

In this study, there was the lowest score in the indicator for each variable, the limitation was because the researcher had not been able to explore further due to face-to-face limitations.

The variables in this study only use compensation, work environment, organizational citizenship behavior (OCB), and job satisfaction. It is hoped that further research can use other variables to improve research.

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