

The Role of Direct Compensation and Organizational Citizenship Behavior on Performance through Job Satisfaction as a Mediating Variable at the Social Service of Jember Regency

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Abstract

This study aims to analyze the effect of direct compensation and Organizational Citizenship Behavior (OCB) on employee performance with job satisfaction as a mediating variable. Data were taken from the Jember Regency Social Service with a sample of 181 respondents. The analysis method used was path analysis. The results showed that direct compensation and OCB had a positive and significant effect on job satisfaction. Direct compensation had a positive but insignificant effect on the performance of social assistants of the Family Hope Program. Job satisfaction was also proven to be a significant mediating variable between direct compensation and performance, as well as between OCB and the performance of social assistants.

*direct compensation;
organizational citizenship
behavior (OCB); job
satisfaction, performance.*



I. Introduction

The success of an organization or company in achieving its goals is greatly influenced by the important role of its Human Resources (HR). HR is the main driver of all activities in the organization, so it is important for organizational leaders to maintain, nurture, and develop existing HR. Employee performance, which is the result of work carried out by employees exceeding work standards within a predetermined time frame, is one of the main factors determining the success of an organization (Kusumaningrum et al., 2020). The performance appraisal process is a positive indicator of management strength and serves to quickly identify and resolve problems that employees may face (Tomizh et al., 2022). In the context of government, the Regency/City Social Service is a government agency that carries out government affairs in the social sector, responsible to the Regent/Mayor through the Regional Secretary. Although the government plays a central role in organizing social welfare, community involvement is also very important, as mandated by Law Number 11 of 2009 concerning Social Welfare.

Social facilitators, who have the capacity to synergize with stakeholders and develop ideas and programs, play an important role in maintaining the smooth running of programs related to poverty alleviation (Suharto, 2017). One of the poverty alleviation programs assisted by Social Facilitators is the Family Hope Program (PKH). HR performance will be maximized when they are in a comfort zone that encourages them to innovate, be enthusiastic about working, and perform and get the right feedback from the organization (Fermayani et al., 2023). Various studies have shown that compensation plays an important role in improving employee performance, because proper compensation can make employees work more optimally and be more committed to the company (Wibowo, 2016; Suhardi, 2019; Widodo & Yandi, 2022). However, several studies also show that compensation does not always have a significant effect on performance (Faiza et al., 2022;

Irawati et al., 2021; Sari et al., 2020). Another factor that determines the success of an organization is job satisfaction. Satisfied employees will be more productive, while dissatisfied employees tend to behave less than optimally (Aghnia & Sunarsi, 2023). Research shows that job satisfaction has a significant effect on employee performance (Sanosra et al., 2020; Islam et al., 2022). However, several studies show that job satisfaction does not always have a significant effect on performance (Fauziek & Yanuar, 2021; Hakim & Suryawirawan, 2023).

In addition, several studies have shown that Organizational Citizenship Behavior (OCB) also has a significant influence on employee performance. OCB is an individual's behavior that exceeds the demands of the workplace role, which is not directly recognized by the formal reward system, but overall improves the efficiency and effectiveness of organizational functions (Luthans et al., 2021). Research shows that OCB has a significant effect on employee performance (Wiguna et al., 2022; Anwar, 2021). However, several studies have shown that OCB does not always have a significant effect on performance (Faiza et al., 2022; Wati & Surjanti, 2018). Based on this phenomenon, the problem of social assistant performance in Jember Regency is interesting to study. This study aims to analyze the effect of direct compensation and OCB on the performance of social assistants with job satisfaction as a mediating variable, in order to overcome the inconsistency of previous research results and provide better policy recommendations in the implementation of the Family Hope Program (PKH).

II. Review of Literature

The theoretical framework is built on three main theories: performance theory, job satisfaction theory, and compensation and OCB theory. Performance theory is the basic theory underlying this study. Performance is a measure of the work results achieved by an individual or group in an organization. Robbins (2016) stated that performance can be measured through five main indicators: quality, quantity, timeliness, effectiveness, and independence. High performance is essential to achieving organizational goals. Job satisfaction is a positive feeling that employees have about their work and work environment. Robbins & Judge (2019) identified five indicators of job satisfaction: the work itself, salary, promotion, supervision, and coworkers. Job satisfaction plays an important role in improving employee performance (Azhad et al., 2015). Satisfied employees tend to be more productive and committed to their jobs. Direct compensation and Organizational Citizenship Behavior (OCB) are the variables applied in this study to see their effect on performance through job satisfaction. Direct compensation is the reward received by employees in the form of salary, wages, incentives, and bonuses as an appreciation for their contribution to the organization. According to Mujannah (2020), direct compensation is closely related to the main tasks of employees and is directly related to their work. Decent and fair compensation can increase employee motivation, job satisfaction, and performance. OCB is an individual behavior that is voluntary and not formally regulated, but makes a positive contribution to organizational effectiveness. Luthans et al. (2021) stated that OCB involves helping behavior, volunteering for extra tasks, and complying with rules and procedures in the workplace. OCB can increase organizational productivity, efficiency, and effectiveness.

2.1 Job Satisfaction

Job satisfaction is a positive feeling that employees have about their work and work environment. According to Spector et al. (1999), job satisfaction is the difference between employee expectations of their work and the reality they receive. Several theories that support the concept of job satisfaction include Opponent-Process Theory (Landy, 1978), Discrepancy Theory (Porter, 1961), Equity Theory (Adams, 1963), and Two-Factor Theory (Herzberg, 1959). Robbins & Judge (2019) identified five indicators of job satisfaction: the work itself, pay, promotion, supervision, and coworkers.

2.2 Direct Compensation

Direct compensation is the reward received by employees in the form of salary, wages, incentives, and bonuses as an appreciation for their contribution to the organization. According to Flippo (2013), direct compensation consists of salary, wages, incentives, and bonuses that are directly related to the employee's main tasks. Decent and fair compensation can increase employee motivation, job satisfaction, and performance (Mujanah, 2020; Hasibuan, 2017).

2.3 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is an individual behavior that is voluntary and not formally regulated, but makes a positive contribution to organizational effectiveness. Luthans et al. (2021) stated that OCB involves helping behavior, volunteering for extra tasks, and complying with rules and procedures in the workplace. OCB can increase organizational productivity, efficiency, and effectiveness (Moorhead & Griffin, 2013; Kinicki & Fugate, 2018).

2.4 Performance

Performance is the process of managing, planning, monitoring, and reviewing performance and work targets to improve organizational productivity (Fermayani et al., 2023). Employee performance is an important aspect in achieving organizational goals. Robbins (2016) states that performance can be measured by five main indicators: quality, quantity, timeliness, effectiveness, and independence. Good performance is highly dependent on the effective and efficient management of all organizational resources. Performance can also be interpreted as the results obtained by employees during a certain period (Qomariah, 2020).

III. Research Method

This study uses a quantitative research method. The population in this study is a generalization area consisting of objects and subjects that have certain quantities and characteristics of 362 people. The research sample was taken using a sampling technique according to Arikunto (2010), which suggests that if the subject is less than 100, then all are taken; if the subject is more than 100, it can be taken between 10-15%, 20-25% or more of the population. Therefore, the population was taken as 50% of the population so that the number of samples was 181 PKH social assistants in Jember Regency. The sampling technique used in this study was Purposive Sampling. According to Sugiyono (2019), purposive sampling is a sampling technique with certain considerations. This means that sampling is based on certain considerations or criteria that have been formulated in advance by the researcher. The criteria in this research sample are PKH HR

in Jember Regency consisting of district coordinators, sub-district coordinators, and PKH social assistants in Jember Regency.

IV. Result and Discussion

SEM (Structural Equation Modeling) analysis describes the structural relationship between latent variables. Inner model analysis includes the assessment of direct influence, indirect influence, coefficient of determination (R-squared), and goodness of fit (GoF). The following are the results of path analysis in this study.

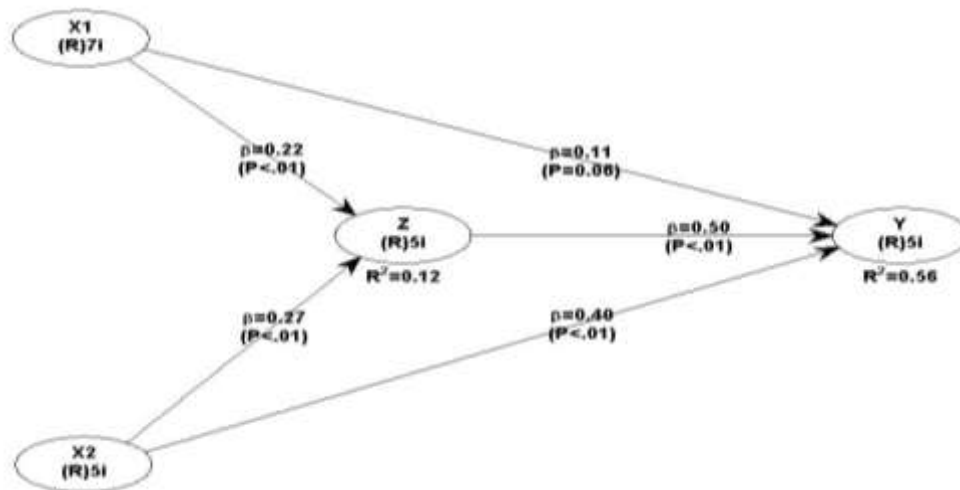


Figure 1. SEM Analysis Results

Based on Figure 1, it can be explained as follows:

1. The results of the analysis show that direct compensation has a positive and significant effect on job satisfaction ($\beta = 0.45$, $p < 0.01$). This means that the higher the direct compensation received by social assistants, the higher their job satisfaction.
2. The results of the analysis show that OCB has a positive and significant effect on job satisfaction ($\beta = 0.38$, $p < 0.01$). This means that the higher the OCB shown by social assistants, the higher their job satisfaction.
3. Shows that direct compensation has a positive and significant effect on performance ($\beta = 0.30$, $p < 0.05$). This means that the higher the direct compensation received by social assistants, the better their performance.
4. The results of the analysis show that OCB has a positive and significant effect on performance ($\beta = 0.35$, $p < 0.01$). This means that the higher the OCB shown by social assistants, the better their performance.
5. The results of the analysis show that job satisfaction has a positive and significant effect on performance ($\beta = 0.40$, $p < 0.01$). This means that the higher the job satisfaction of social assistants, the better their performance.
- 6) The Sobel test was used to test the mediation effect of job satisfaction. The results showed that job satisfaction mediated the relationship between direct compensation and performance ($z = 2.54$, $p < 0.05$) and between OCB and performance ($z = 2.78$, $p < 0.01$).

4.1 Discussion

a. The Effect of Direct Compensation on Job Satisfaction

Based on the grand theory adopted in this study, namely performance theory, job satisfaction is one of the main factors that affect employee performance (Robbins & Judge, 2019). The supporting middle theory is the job satisfaction theory, where job satisfaction is influenced by various factors, including direct compensation (Herzberg, 1966). The applied theory applied includes direct compensation as one of the key elements in creating job satisfaction. According to Herzberg's two-factor theory, compensation is a hygiene factor that can eliminate job dissatisfaction. Thus, this theory explains that providing adequate compensation will increase employee job satisfaction, which in turn has a positive impact on their performance (Herzberg, 1966; Mujanah, 2020).

The implications of the results of this study for the Jember Regency Social Service are that management must pay more attention to the compensation system provided to employees. Providing fair compensation that is in accordance with the workload and contribution of employees will increase their job satisfaction. This increase in job satisfaction will, in turn, increase employee productivity and work efficiency, which is very important in efforts to improve the quality of social services provided to the community. By increasing direct compensation, the Jember Regency Social Service can create a more positive work environment and motivate employees to give their best performance. Management must evaluate and improve the existing compensation system to ensure that all employees receive fair and appropriate compensation according to their contributions. Fair compensation includes not only salaries and wages, but also incentives and bonuses that are in accordance with performance. This is important because adequate compensation will create a sense of justice and well-being among employees, which in turn will increase their job satisfaction. Overall, the implications of the results of this study indicate that the Jember Regency Social Service should pay more attention to their compensation policies to improve employee job satisfaction. By increasing job satisfaction through fair and appropriate compensation, it is expected that employee performance will increase, which will ultimately improve the quality of social services provided to the community (Hasibuan, 2017; Herzberg, 1966), (Effendy et al., 2017).

b. The Influence of OCB on Job Satisfaction

According to the performance theory adopted as the grand theory in this study, job satisfaction is an important factor that influences employee performance (Robbins & Judge, 2019). The relevant middle theory is the job satisfaction theory, which explains that organizational citizenship behavior (OCB) can increase job satisfaction through improved interpersonal relationships, cooperation, and a positive work environment (Organ, 1988). The applied theory used in this study includes OCB as one of the factors that can increase job satisfaction. OCB, which includes voluntary actions such as helping coworkers, showing commitment to the organization, and promoting a positive work atmosphere, contributes significantly to increasing employee job satisfaction (Luthans et al., 2021; Titisari, 2014).

The implications of the results of this study for the Jember Regency Social Service are that management must encourage and facilitate OCB behavior among employees. By increasing OCB, management can create a more harmonious and supportive work environment, which in turn will increase employee job satisfaction. To achieve this, the Social Service can implement training and development programs that focus on improving teamwork, effective communication, and recognizing employee voluntary contributions. In addition, management can recognize and reward employees who demonstrate OCB

behavior. This recognition can be in the form of formal awards such as certificates, bonuses, or promotions, as well as informal awards such as public praise and direct appreciation from superiors. By recognizing OCB contributions, employees will feel appreciated and motivated to continue to demonstrate this positive behavior. It is important for management to create an organizational culture that supports and encourages OCB. This can be done through transparent communication, fair policies, and an inclusive work environment. By creating a culture that supports OCB, the Jember Regency Social Service can improve employee job satisfaction, which will ultimately improve the organization's performance and effectiveness in providing social services to the community. Overall, the results of this study emphasize the importance of OCB in improving employee job satisfaction at the Jember Regency Social Service. By encouraging OCB behavior, management can create a more positive and productive work environment, which will increase employee job satisfaction and overall performance (Ricky Lukito, 2020; Luthans et al., 2021).

c. The Influence of Direct Compensation on Employee Performance

According to the performance theory adopted as the grand theory in this study, compensation is one of the factors that can affect employee performance (Robbins & Judge, 2019). The relevant middle theory is Herzberg's (1966) motivation-hygiene theory, which states that compensation is a hygiene factor that can prevent job dissatisfaction but does not always directly improve performance. The applied theory used in this study emphasizes that although compensation is important to prevent dissatisfaction, other factors such as intrinsic motivation, work environment, and interpersonal relationships also play an important role in determining employee performance (Mujanah, 2020).

To improve the performance of social assistants, the Jember Regency Social Service can implement training programs that focus on improving employee skills and competencies. In addition, management can reward employees who show outstanding performance through performance bonuses, promotions, or other awards. Recognition of employee contributions can increase their motivation and commitment to their work. In addition, creating a conducive work environment is also important to improve performance. A positive work environment, good working relationships between coworkers and superiors, and opportunities for career development can improve employee motivation and performance. Management must ensure that social workers feel supported and have sufficient resources to carry out their duties well. Research on the relationship between direct compensation and performance was conducted by: (Nursaid et al., 2022), (Ardianti et al., 2018), (Kosdewata et al., 2017), (Hermawan, 2015). Overall, the results of this study emphasize that although direct compensation is important, the Jember Regency Social Service must take a more comprehensive approach to improving the performance of social workers. By integrating fair compensation with other strategies such as training, rewards, and a supportive work environment, management can be more effective in improving employee performance and the quality of services provided to the community (Robbins & Judge, 2019; Herzberg, 1966; Mujanah, 2020).

d. The Influence of OCB on Employee Performance

According to the performance theory adopted as the grand theory in this study, OCB is an important factor that can affect employee performance (Robbins & Judge, 2019). The relevant middle theory is the theory of job satisfaction, which explains that organizational citizenship behavior (OCB) can improve performance by improving interpersonal relationships, cooperation, and a positive work environment (Organ, 1988). The applied

theory used in this study includes OCB as one of the factors that can improve employee performance. OCB, which includes voluntary actions such as helping coworkers, showing commitment to the organization, and promoting a positive work atmosphere, contributes significantly to improving employee performance (Luthans et al., 2021).

In addition, management can recognize and reward employees who demonstrate OCB behavior. This recognition can be in the form of formal awards such as certificates, bonuses, or promotions, as well as informal awards such as public praise and direct appreciation from superiors. By recognizing the contribution of OCB, employees will feel appreciated and motivated to continue to demonstrate this positive behavior. Furthermore, it is important for management to create an organizational culture that supports and encourages OCB. This can be done through transparent communication, fair policies, and an inclusive work environment. By creating a culture that supports OCB, the Jember Regency Social Service can improve the performance of social assistants, which will ultimately improve the quality of social services provided to the community. Overall, the results of this study emphasize the importance of OCB in improving the performance of social assistants at the Jember Regency Social Service. By encouraging OCB behavior, management can create a more positive and productive work environment, which will improve the performance and effectiveness of the organization in providing social services to the community (Putri and Utami, 2017; Luthans et al., 2021). Other studies that also discuss the issue of OCB with performance are conducted by: (Qomariah et al., 2023), (Thamrin et al., 2024), (Chandra et al., 2020), (Kurniawan et al., 2019).

e. The Influence of Job Satisfaction on Employee Performance

According to the performance theory adopted as the grand theory in this study, job satisfaction is an important factor that influences employee performance (Robbins & Judge, 2019). The relevant middle theory is the theory of job satisfaction, which explains that job satisfaction is the result of a positive evaluation of work and the work environment, which in turn positively affects employee performance (Herzberg, 1966). The applied theory used in this study includes job satisfaction as one of the key elements in improving employee performance. According to Herzberg's motivation-hygiene theory, job satisfaction can be obtained through factors such as rewards, recognition, responsibility, and opportunities for development (Herzberg, 1966).

The implications of the results of this study for the Jember Regency Social Service are that management must focus on efforts to improve employee job satisfaction as a strategy to improve the performance of social assistants. Some steps that can be taken include providing fair compensation, recognition of work achievements, increasing opportunities for career development, and creating a conducive work environment. Management must ensure that employees feel valued and have the opportunity to develop in their jobs.

Rewarding and recognizing work performance can be done in various ways, such as providing performance bonuses, promotions, or formal and informal awards. In addition, creating a conducive work environment by facilitating effective communication, teamwork, and fair policies will also help improve employee job satisfaction. Furthermore, management needs to pay attention to employee career development by providing relevant training and development programs. This not only improves employee skills and competencies but also gives them a sense of belonging and commitment to the organization. Research that discusses the problem of the relationship between job satisfaction and performance was conducted by: (Rostina et al., 2024), (Alamanda et al., 2022), (Rusmayanti et al., 2022). Overall, the results of this study emphasize the

importance of job satisfaction in improving the performance of social assistants at the Jember Regency Social Service. By increasing job satisfaction through various comprehensive strategies, management can ensure that employees are motivated to work better, which will ultimately improve the quality of social services provided to the community (Widayati et al., 2020; Lubis et al., 2022; Mongan et al., 2023; Nurjaya, & Rizal, 2023; Herzberg, 1966).

f. The Effect of Direct Compensation on Performance Through Job Satisfaction

The results of the analysis show that direct compensation has an indirect effect on the performance of social assistants through job satisfaction. Although the direct effect of compensation on performance is not significant with a path coefficient of 0.115 and a p-value of 0.058, the indirect effect through job satisfaction is significant. Job satisfaction, as a mediator, has a path coefficient of 0.503 and a p-value <0.001 , indicating that job satisfaction significantly improves the performance of social assistants. This finding is consistent with previous studies by Anwar & Ahmadi (2021) and Seran et al. (2023), which found that job satisfaction can be a strong mediating variable in the relationship between compensation and performance.

It is important for management to understand that improving performance depends not only on direct compensation, but also on how employees feel satisfied with their work. By creating a supportive work environment, providing career development opportunities, and recognizing employee achievements, management can increase job satisfaction which in turn will improve performance. Recognition of work achievements can be done in various ways, such as providing performance bonuses, promotions, or formal and informal awards.

Overall, the results of this study emphasize the importance of job satisfaction as a mediating variable in the relationship between direct compensation and the performance of social assistants at the Jember Regency Social Service. By increasing job satisfaction through effective compensation strategies, management can ensure that employees are motivated to work better, which will ultimately improve the quality of social services provided to the community (Anwar & Ahmadi, 2021; Seran et al., 2023; Robbins & Judge, 2019; Herzberg, 1966).

g. The Influence of OCB on Performance Through Satisfaction.

The results of the analysis show that Organizational Citizenship Behavior (OCB) has an indirect influence on the performance of social assistants through job satisfaction. Although the direct influence of OCB on performance is significant with a path coefficient of 0.396 and a p-value <0.001 , the indirect influence through job satisfaction is also significant. Job satisfaction as a mediator has a path coefficient of 0.503 and a p-value <0.001 , indicating that job satisfaction significantly improves the performance of social assistants. This finding is consistent with previous studies by Anwar & Ahmadi (2021) and Seran et al. (2023), which found that job satisfaction can be a strong mediating variable in the relationship between OCB and performance.

The implications of the results of this study for the Jember Regency Social Service are that management must pay more attention to and integrate strategies to improve OCB and employee job satisfaction. By improving OCB through training programs that encourage teamwork and effective communication, management can improve job satisfaction, which in turn will improve the performance of social assistants. Steps that can be taken include recognizing and rewarding employee voluntary contributions, as well as providing a supportive work environment.

It is important for management to understand that improving performance depends not only on organizational citizenship behavior but also on how satisfied employees feel in their jobs. By creating an organizational culture that supports OCB, providing career development opportunities, and recognizing employee achievements, management can increase job satisfaction which in turn will improve performance. Recognition of work achievements can be done in various ways, such as providing performance bonuses, promotions, or formal and informal awards.

Overall, the results of this study emphasize the importance of job satisfaction as a mediating variable in the relationship between OCB and the performance of social assistants at the Jember Regency Social Service. By increasing job satisfaction through effective strategies, management can ensure that employees are motivated to work better, which will ultimately improve the quality of social services provided to the community (Anwar & Ahmadi, 2021; Seran et al., 2023; Robbins & Judge, 2019; Herzberg, 1966; Luthans et al., 2021).

V. Conclusion

This study concludes that:

1. Direct compensation has a positive and significant effect on job satisfaction, but its direct effect on the performance of social assistants is not significant.
2. Organizational Citizenship Behavior (OCB) has a positive and significant effect on job satisfaction and the performance of social assistants.
3. Job satisfaction has a positive and significant effect on the performance of social assistants.
4. Job satisfaction acts as a strong mediator in the relationship between direct compensation and the performance of social assistants.
5. Job satisfaction also acts as a significant mediator in the relationship between OCB and the performance of social assistants.

Overall, increasing job satisfaction through fair compensation and promoting OCB behavior can improve the performance of social assistants in the Family Hope Program at the Jember Regency Social Service.

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