



The Impact of Work Motivation, Organizational Commitment, and Compensation on OCB: A Study in Public Relations and Protocols of BNN Indonesia

Galih Citra Kumala*¹, Wisudani Rahmaningtyas¹

¹Department of Office Administration Economics Education, Faculty of Economics and Business, Universitas Negeri Semarang, Indonesia.

Abstract: Organizational Citizenship Behavior (OCB) is closely related to organizational performance and encompasses employee behaviors that support organizational effectiveness. These include social competence to maintain team cohesion, willingness to participate in collaborative efforts to achieve collective goals, and the ability to maintain moral and psychological balance in achieving personal and organizational objectives without harming others. OCB plays a crucial role in enhancing or diminishing organizational performance. The population in this study consisted of 56 employees from the Public Relations and Protocol at the BNN Indonesia. The sampling technique used was a saturated sampling method, in which the entire population was included as the sample. This study applied a quantitative research approach, with data collected through questionnaires. The data were then analyzed using multiple regression analysis with IBM SPSS Statistics version 29. The findings revealed that work motivation, organizational commitment, and compensation simultaneously have a positive and significant influence on Organizational Citizenship Behavior. Furthermore, the partial analysis indicated that each independent variable—work motivation, organizational commitment, and compensation—individually exerts a positive and significant effect on OCB. These findings align with the principles of Social Exchange Theory, which posit that reciprocal relationships between individuals and their institutions encourage voluntary contributions beyond formal job responsibilities.

Keywords: Work Motivation, Organizational Commitment, Work Compensation, Organizational Citizenship Behavior

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*Corresponding Author: Galih Citra Kumala (citrakumala26@students.unnes.ac.id), Department of Office Administration Economics Education, Faculty of Economics and Business, Universitas Negeri Semarang, Indonesia. Kampus Sekaran, Kec. Gn. Pati, Kota Semarang, Jawa Tengah 50229, Indonesia.

A. Introduction

Organizational citizenship behavior (OCB) is closely related to organizational performance and includes employee behavior that supports organizational effectiveness. Some of them are the social ability to maintain the cohesiveness of the work group, the willingness to participate in team efforts to achieve higher common goals, and moral and psychological balance to achieve individual and company goals without harming others. Employees who consciously help colleagues with heavy workloads will increase stability, especially for new hires who need orientation and guidance (Darsana & Koerniawati, 2021). Based on the results of the research conducted by Badaruddin (2022) work motivation variable has a positive regression coefficient value, so that it can be stated that work motivation has a positive and significant effect on Organizational citizenship behavior (OCB). Sudibya et al., (2018). In his research, he explained that work motivation plays an important role in a company, if at work employees do not have high motivation in doing their work, then the results of the work will not be maximized. Based on previous research findings, it can be concluded that work motivation has a positive and significant influence on OCB. This indicates that the higher the level of motivation possessed by employees, the greater their productivity will be, thereby contributing positively to the organization where they are employed (Kuswibowo,2020).

Budiantara (2022) explains that organizational commitment refers to the extent to which an employee has the desire to continue to maintain membership in the organization, as well as the extent to which the employee supports and maintains the goals of an organization's values. As per the statement, it can be explained that organizational commitment describes the relationship between the individual and the organization, if the higher the organizational commitment that the individual has, then the sense of loyalty, trust and loyalty to the organization will be possessed by the individual during work (Ukkas & Latif, 2017). Based on the results of the research conducted by Siregar & Kasmiruddin (2024), it is stated that partially and simultaneously organizational commitment has a positive effect on Organizational citizenship behavior (OCB). While the results of the research conducted by Sugesti et al., (2020) that in the indicators of organizational commitment and organizational citizenship behavior mentioned there is one of these indicators, namely the dimension of continuity and civic virtue gets the lowest results among other indicators, but nevertheless the results of the study state that organizational commitment has a significant and positive effect on organizational citizenship behavior. From this statement, it can be concluded that organizational commitment has a positive and significant influence on Organizational Citizenship Behavior (OCB). Therefore, it can be stated that the higher the employees' commitment to the organization, the greater the level of work performance they contribute to the organization.

According to recent research by Akbar et al., (2021), compensation for employees includes various forms of income from companies, ranging from salaries, wages, and bonuses to benefits such as health care and insurance. In this context, compensation policies are important for employees, but each industry has specific regulations that employers must comply with. Muliani & Perkasa (2023) prove that compensation (OCB) has a significant influence on Organizational citizenship behavior. The study said that the increasing sense of employee commitment to the company is based on attractive salary offers for employees. In another study conducted by Handayani & Ekowati (2024) that the provision of compensation has a significant influence on improving employee performance, they believe

that the increase in OCB behavior in employees is influenced by the high compensation from the company to employees. Based on the object of the research, the Public Relations and Protocol Bureau is one of the bureaus under the auspices of the Main Secretariat of the National Anti-Narcotics Agency. Employees in the public relations and protocol bureau are faced with various conditions, such as work that is directly related to social media content and the public.

This research is a development of previous research that has existed before. The originality of this research that distinguishes it from other research is in this study, the time background and the object used are different. In addition, the research conducted by Priyandini et al. (2020) in that its limitations. The research carried out only focused on organizational commitment, work environment, and work motivation, so the researchers suggested to be able to analyze other factors that can affect organizational citizenship behavior (OCB).

B. Literature Review

Organizational Citizenship Behavior (OCB)

Ricky Lukito (2020) describes Organizational Citizenship Behavior (OCB) as voluntary actions demonstrated by individuals in the workplace that positively influence their colleagues and contribute to the success of the organization. OCB arises from the internal drive of individuals who want to make a positive contribution to the organization, which is essentially rooted in the employee's commitment to the organization to provide the best.

Organizational citizenship behavior (OCB) can contribute to increasing organizational effectiveness, such as increasing the productivity of colleagues, improving managerial performance, optimizing the use of resources for productive purposes, and improving organizational capabilities that can attract and increase quality human resources (Pratama & Kasmirudin, 2017). Based on the description above, the indicators that will be used in this study as a variable measurement of organizational citizenship behavior are altruism, civic virtue, Conscientiousness, courtesy, and sportsmanship (Dewantara et al., 2024).

Work Motivation

Motivation is one of the potential energies that a person has that can be used and released according to the impetus of an available opportunity, where this energy can be utilized by employees because of motives, basic needs, expectations, and incentive values (Hasibuan, 2019). Motivation can make employees have a higher enthusiasm in completing the tasks given (Saputra et al., 2022). In an organization, giving encouragement as a form of work motivation to subordinates or employees is very important to increase work productivity and company profits (Kiki Amalia & Arsadi, 2022). Based on the description of the work motivation indicators above, in this study, the researcher will use indicators according to McClelland & David Clarence (1987), namely the need for achievement, the need for affiliation, and the need for power.

Organizational Commitment

Organizational commitment is an attitude that reflects employee loyalty to the company as well as a continuous process in which the organization's members show their

concern for the organization's continuous success and development (Putu et al., 2018). Commitment to the organization does not only mean being a formal member but also includes a positive attitude towards the organization and a willingness to give maximum effort to achieve the organization's goals (Luh et al., 2016). Based on some of the above explanations about organizational commitment, it can be concluded that organizational commitment is a fundamental aspect that reflects loyalty, involvement, and alignment of individual goals with the organization. From some of the theories that have been described above, to measure the commitment variables in this study using the theory of Meyer & Allen (1991), namely affective commitment, continuance commitment, and normative commitment.

Work Compensation

Compensation is a reward given to employees in the form of financial payment for the work that has been done, as well as acting as motivation to work in the future (Hadi et al., 2022). Basically, compensation is a form of appreciation from the company to employees for the positive contributions they have made to the company (Sumual, 2017). Meanwhile, the definition of compensation according to compensation refers to the finances received by employees in the form of wages, bonuses, intensives, prizes and other types of numeracy provided by the company to provide appreciation for the success of employees in achieving the target or even exceeding the work target given (Sembiring & Tanjung, 2021).

From some of the explanations above about compensation, it can be concluded that compensation is a form of appreciation given by the company to employees in return for the contributions they have made. Based on the explanation of these indicators using the theory of Aulia & Troena (2013), the indicators to be used are wages and salaries, incentives, and benefits.

This study will use the theory of social exchange conducted by Blau in 1986 which states that the basic principle of social exchange theory focuses on behavior that results in rewards or rewards, which means that the individuals involved can reciprocate and that behavior will stop if the perpetrator thinks that the reward will no longer be received (Blau, 1986).

C. Methods

The research method used in this study is a quantitative method. According to the Sugiyono (2017) quantitative method, it is a research approach that is based on the philosophy of positivism and is used to research a specific population or sample, where sampling techniques are carried out randomly, the data collection process is carried out through research questionnaires, while data analysis is quantitative with the main objective of testing pre-determined hypotheses. This study aims to analyze the relationship between independent variables and dependent variables, measure how strong the influence between variables is, and identify the relationship between the variables studied.

A population is a set of objects or subjects with a certain number and characteristics that have been determined by the researcher as a basis for conducting research to obtain generalizable conclusions (Sugiyono, 2017). Sujarweni (2014) also says that population is a total number consisting of objects or subjects that have certain characteristics and qualities that are determined by the researcher as the focus of research to be analyzed and

concluded. Thus, it can be concluded that the population in the study is a set of objects or subjects that have certain characteristics and qualities that have been determined by the researcher.

The population in this study is all Public Relations and Protocol employees of the National Narcotics Agency of the Republic of Indonesia, totaling 56 people sourced from the attendance data of employees of the Public Relations and Protocol Bureau of BNN RI in February 2025. In this study, the researcher used saturated sampling, where the number of populations in this study was less than 100. Saturated sampling is a method of determining samples if all members of the population are used as samples. This technique is generally applied when the population size is relatively small, i.e., less than 30 people, or in a study that aims to produce generalizations with a very small error rate. This is due to the state of the research object, which has a relatively small number of 56 employees (Sugiyono, 2017).

A questionnaire is a method of data collection that is carried out by giving several questions or written statements to respondents to be answered. Questionnaires can be open or closed and can be given directly to respondents or sent through various media, such as post or the internet (Sugiyono, 2017). In this study, variables are measured using the Likert Scale, which will be used to assess the attitudes, opinions, and perceptions of individuals and groups towards a social phenomenon. Variable measurements are carried out by scoring on the questionnaire answers filled out by respondents, where the answers are presented in the form of certain signs and conditions as follows:

Table 1. Answer Assessment (Likert Scale)

Answer Type	Score
Strongly Agree (SS)	5
Agree (S)	4
Neutral (N)	3
Disagree (TS)	2
Strongly Disagree (STS)	1

Source: (Sugiyono, 2017)

In this study, the author uses the explanatory Research approach. According to Sugiyono (2017), explanatory research is a research method that aims to explain the position of the variables being studied and analyze the influence between one variable and another. This study focuses on the analysis of relationships, differences, and influences of variables to gain a deeper understanding of the phenomenon being studied. This study uses 3 research variables, where there are independent variables, namely work motivation (X1), organizational commitment (X2), work compensation (X3), and dependent or tied variables, namely organizational citizenship behavior (OCB) (Y1).

Validity Test

Ghozali (2018) says that the validity test aims to assess the validity of the data of a questionnaire. The questionnaire can be said to be valid if each question prepared is able to reveal the results to be measured in the study. The validity test is carried out by comparing the value of the correlation coefficient of the calculation result (r calculated) with the value in the critical table (r table). If the value of r is calculated $> r$ of the table and has a positive

value, then the item of statement or indicator in the study can be declared valid. The validity test in this study can be seen in the following table:

Table 2. OCB Variable Validity Test Results

Statement Code	R count	R Table	Information
OCB1	0,662	0,222	Valid
OCB2	0,658	0,222	Valid
OCB3	0,712	0,222	Valid
OCB4	0,743	0,222	Valid
OCB5	0,702	0,222	Valid
OCB6	0,449	0,222	Valid
OCB7	0,578	0,222	Valid
OCB8	0,715	0,222	Valid
OCB9	0,678	0,222	Valid
OCB10	0,466	0,222	Valid
OCB11	0,283	0,222	Valid
OCB12	0,396	0,222	Valid
OCB13	0,590	0,222	Valid
OCB14	0,290	0,222	Valid
OCB15	0,406	0,222	Valid
MK1	0,780	0,222	Valid
MK2	0,598	0,222	Valid
MK3	0,466	0,222	Valid
MK4	0,594	0,222	Valid
MK5	0,552	0,222	Valid
MK6	0,657	0,222	Valid
MK7	0,305	0,222	Valid
MK8	0,548	0,222	Valid
MK9	0,751	0,222	Valid
KO1	0,674	0,222	Valid
KO2	0,634	0,222	Valid
KO3	0,759	0,222	Valid
KO4	0,789	0,222	Valid
KO5	0,772	0,222	Valid
KO6	0,780	0,222	Valid
KO7	0,849	0,222	Valid
KO8	0,564	0,222	Valid
KO9	0,827	0,222	Valid
KK1	0,570	0,222	Valid
KK2	0,832	0,222	Valid
KK3	0,649	0,222	Valid
CD4	0,650	0,222	Valid
KK5	0,551	0,222	Valid
KK6	0,624	0,222	Valid

CD7	0,750	0,222	Valid
KK8	0,852	0,222	Valid
KK9	0,883	0,222	Valid

Source: Researcher's data processing (2025)

Based on the results of the validity test on the instrument of each variable in accordance with the results that have been described, it can be stated that the entire statement shows valid data, so that all statements can be used as research questionnaires.

Reliability Test

According to Wahyudin (2015) reliability test is a test that is carried out to determine the extent to which a questionnaire or questionnaire as a research instrument can produce consistent and stable measurements under various conditions and times. Ghozali (2018) states that an instrument can be said to be reliable if the instrument tested on the same respondents under similar conditions, is able to produce stable and consistent answers in various measurements made at different times. The instrument can be declared reliable if the value of Cronbach Alpha (α) on the instrument is greater than 0.70 or Cronbach Alpha (α) > 0.70 (Ghozali, 2018).

Table 3. Results of the Reliability Test of Research Variables

Variable	Cronbach's Alpha (α)	Cronbach Alpha Criteria	Information
OCB	0,844	0,70	Reliable
Work Motivation	0,744	0,70	Reliable
Organizational Commitment	0,897	0,70	Reliable
Workers' Compensation	0,843	0,70	Reliable

Source: Researcher's data processing (2025)

Based on the table regarding the results of the reliability test of the study, it is shown that the Cronbach's Alpha value of all research variables is >0.70, so it can be concluded that the OCB instrument, work motivation, organizational commitment, and work compensation are reliable.

Data Analysis Techniques

1. Classic Assumption Test

a. Normality Test

The normality test aims to test whether the regression model used has disruptive variables or the residual has a normal distribution (Ghozali, 2018). In the normality test, it can be done by graphical analysis, namely by observing histogram graphs and probability plots, which aim to compare the distribution of research data with the normal distribution through statistical analysis using Kolmogorov-Smirnov values (K-S).

b. Linearity Test

The linearity test is performed to find out if there is a significant linear relationship between two variables. According to Ghozali (2018) linearity test is used to ensure whether the specifications of the research model used are appropriate. This test is generally used as one of the prerequisites in correlation analysis and linear regression.

2. Statistical Hypotheses

a. Simultaneous Test (F Test)

Simultaneous tests are performed to test the extent to which independent variables simultaneously or simultaneously affect dependent variables (Ghozali, 2018). The F test in this study was carried out by comparing the calculated F value with the F table listed in the analysis of variance (ANOVA) table. To determine the F value of the table, the significance level used is 5% or 0.05, and the criteria used are: If $F_{\text{counts}} < F_{\text{table}}$, then H_0 is accepted. This means that statistically, it can be concluded that independent variables do not have a significant influence on dependent variables. If $F_{\text{calculates}} > F_{\text{table}}$, then H_0 is rejected, and H_a is accepted. This means that simultaneously, all independent variables are proven to have a significant influence on dependent variables.

b. Partial Test (T Test)

Partial testing is basically used to measure the extent of the influence of one independent variable individually in explaining the dependent variable. If the sum of degrees of freedom (df) reaches 20 or more with a significance level of 5% or 0.05, then the null hypothesis (H_0) states that the regression coefficient (β_i) = 0 can be rejected if the value t is calculated > 2 (in absolute values). In other words, an alternative hypothesis (H_a) is acceptable, which means that the independent variable partially affects the dependent variable. If the calculation results show that the calculated t -value is greater than the t -value of the table, then the alternative hypothesis (H_a) is accepted, which means that a partial independent variable affects the dependent variable (Ghozali, 2018)..

3. Coefficient Determination Test

a. Partial Determination Coefficient (R^2)

The partial determination coefficient was used to determine the extent to which the amount of contribution given to each independent variable, namely Work Motivation, Organizational Commitment, and Work Compensation, partially affected the dependent variable, namely Organizational Citizenship Behavior (OCB).

b. Partial Determination Coefficient (R^2)

The determination coefficient is used as a tool to measure the extent of the model's ability to explain the variations that occur in dependent variables Ghozali (2018). The low-value Adjusted R Square shows that the ability of independent variables to explain dependent variables is still limited. On the other hand, a value close to one indicates that the independent variable can provide most of the information needed to predict dependent variables (Widyaningtyas, 2020).

D. Results and Discussion

1. Classic Assumption Test

a. Normality Test

The normality test aims to test whether the regression model used has disruptive variables or the residual has a normal distribution (Ghozali, 2018). A regression model can be said to be good if the residuals show a normal or near-normal distribution pattern. In this study, the distribution test used two approaches, namely using the Kolmogorov-Smirnov test

(K-S) statistical test and using the P-Plot table. Here is the normality test using the Kolmogorov-Smirnov statistical test:

Table 4. Normality Test Results with Kolmogorov-Smirnov (K-S)

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			56
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		6.55994519
Most Extreme Differences	Absolute		.108
	Positive		.108
	Negative		-.073
Test Statistic			.108
Asymp. Sig. (2-tailed) ^c			.159
Monte Carlo Sig. (2-tailed) ^d	Sig.		.102
	99% Confidence Interval	Lower Bound	.094
		Upper Bound	.110

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Researcher's data processing (2025)

Based on the normality statistical test in the table, it shows that the magnitude of the Kolmogorov-Smirnov (K-S) value is 0.110 and Asymp. Sig (2-tailed) is 0.159. From these results, it can be concluded that the significance value is greater than 0.05, which means that the data is normally distributed. To strengthen the normality test results, the test also uses a P-Plot graph with the following results:

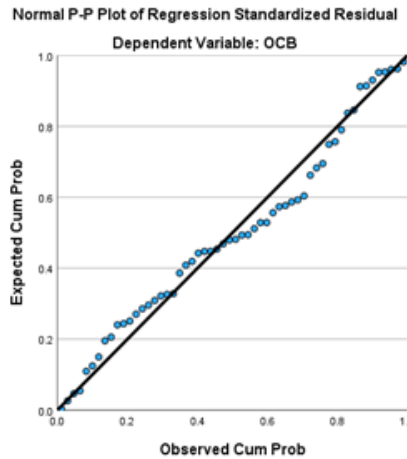


Figure 1. Normal P-Plot

Based on the results of the normality test with the P-Plot graph in, it shows that the distribution of the data is around and follows the direction of the diagonal line. From these results, it can be concluded that the data is distributed normally.

b. Linearity Test

The linearity test is performed to find out if there is a significant linear relationship between two variables. Linearity is a linear relationship between variables, which means that any change that occurs in one variable will be followed by a comparable change in

another variable (Febriyani, 2020). The data can be said to have a linear relationship if the result is a significant value of >0.05 . The results of the linearity test in this study can be seen in the following table:

Table 5. Linearity Test Results

Variable	Deviation from Linearity (sig.)
OCB*Work Motivation	0,804
OCB*Organizational Commitment	0,172
OCB*Workers' Compensation	0,389

Source: Researcher's data processing (2025)

Based on the linearity test from the table above, the results of the significance value at the Deviation for Linearity > 0.05 , namely between the OCB variable with Work Motivation $0.804 > 0.05$, the OCB variable with Organizational Commitment $0.172 > 0.05$, and the OCB variable with Work Compensation $0.389 > 0.05$. From these results, it can be concluded that there is a significant linear relationship between variables X1, X2, and X3 and variable Y.

2. Statistical Hypotheses

a. Simultaneous Test (F Test)

A simultaneous test was used to determine whether the independent variables, namely, Work Motivation, Organizational Commitment, and Work Compensation, simultaneously affected the dependent variable, namely Organizational Citizenship Behavior (OCB) in BNN RI Public Relations and Protocol employees. If F calculates $> F$ Table, then H_a is accepted, which means that simultaneously independent variables can influence dependent variables. Likewise, if the significance value is < 0.05 , then H_a is accepted. The results of the Simultaneous Test (f) are as follows:

Table 6. Simultaneous Test Results (Test-f)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	834.031	3	278.010	6.108	.001 ^b
	Residual	2366.808	52	45.516		
	Total	3200.839	55			

a. Dependent Variable: OCB

b. Predictors: (Constant), Kompensasi Kerja, Motivasi Kerja, Komitmen Organisasi

Source: Researcher's data processing (2025)

Based on the table, it shows that the result of the calculated F value is 6.108 which is greater than the F value of the table which is 2.78 ($6.108 > 2.78$), and the significance probability value is $0.001 < 0.05$. From the results of the simultaneous test, it can be concluded that H_1 which states "Work Motivation, Organizational Commitment and Work Compensation have a positive and significant effect on Organizational citizenship behavior (OCB)" is accepted.

b. Partial Test (T Test)

A partial test is performed to see if independent variables have an influence on dependent variables. The partial test (t) is carried out by comparing the value of T

Calculation with the T table; in addition to that, it can also be done by comparing the value of the probability of significance with the value of alpha (α) of 0.05. If the result of the value of T is calculated $>$ T table, then H_a is accepted, as well as if the probability value of significance is $<$ 0.05. The results of the partial test (t-test) are as follows:

Table 7. Partial Test Results (t-Test)

Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	19.241	7.178		
Work Motivation	.836	.243	.424	3.435	.001
Organizational Commitment	.554	.170	.405	3.251	.002
Workers' Compensation	.738	.175	.498	4.223	<.001

Source: Researcher's data processing (2025)

Based on the results of the partial test (t-test) in the table, it can be concluded as follows:

- 1) The work motivation variable obtained a calculated T value of 3.435, which can be interpreted as $3.435 > 1.674$ (T calculated $>$ T table) and a significance value of 0.001, which means $0.001 < 0.05$ (prob.significance $<$ alpha). It can be concluded that H_2 , which states "Work Motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB)", is accepted.
- 2) The organizational commitment variable obtained a calculated T value of 3.251, which can be interpreted as $3.251 > 1.674$ (T calculated $>$ T table) and a significance value of 0.002, which means $0.002 < 0.05$ (prob.significance $<$ alpha). From these results, it can be concluded that H_3 , which states "Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB)", is accepted.
- 3) The work compensation variable obtained a calculated T value of 4.223, which can be interpreted as $4.223 > 1.674$ (T calculated $>$ T table) and a prob. significance value of <0.001 , which means $<0.001 < 0.05$ (prob.significance $<$ alpha). From these results, it can be concluded that H_4 , which states "Work Compensation has a positive and significant effect on Organizational Citizenship Behavior (OCB)", is accepted.

3. Coefficient of Determination

a. Simultaneous Determination Coefficient (R)

The simultaneous determination coefficient aims to find out how much the relationship or influence of independent variables is on dependent variables.

Table 8. Results of the Simultaneous Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.510 ^a	.261	.218	6.747

a. Predictors: (Constant), Kompensasi Kerja, Motivasi Kerja, Komitmen Organisasi

Source: Researcher's data processing (2025)

Based on the results of the determination coefficient test in table, an R Square value of 0.261 or 26.1% was obtained. From this percentage, it can be said that the variables of work motivation, organizational commitment, and work compensation affect the OCB variable by 26.1% and the remaining 73.9% are influenced by other factors that are not studied.

b. Partial Determination Coefficient (R²)

The determination coefficient was used to find out the extent of the influence given to each independent variable, namely Work Motivation, Organizational Commitment, and Partial Work Compensation, on the dependent variable, namely Organizational Citizenship Behavior.

1) Work Motivation for Organizational Citizenship Behavior

Table 9. Results of the Partial Determination Coefficient Test of Work Motivation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.424 ^a	.179	.164	6.975

a. Predictors: (Constant), Motivasi Kerja

Source: Researcher's data processing (2025)

Based on the results of the partial determination coefficient test in table 4.13, the contribution of Work Motivation to OCB is $0.179 \times 100\% = 17.9\%$.

2) Organizational Commitment to Organizational Citizenship Behavior

Table 8. Results of the Coefficient of Partial Determination of Organizational Commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.405 ^a	.164	.148	7.041

a. Predictors: (Constant), Komitmen Organisasi

Source: Researcher's data processing (2025)

Based on the results of the partial determination coefficient test in table, the contribution of the Organization's Commitment to OCB is $0.164 \times 100\% = 16.4\%$

3) Work Compensation for Organizational Citizenship Behavior

Table 10. Results of the Partial Determination Coefficient Test of Work Compensation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.498 ^a	.248	.234	6.675

a. Predictors: (Constant), Kompensasi Kerja

Source: Researcher's data processing (2025)

Based on the results of the partial determination coefficient test in table, the contribution of Work Compensation to OCB is $0.248 \times 100\% = 24.8\%$.

From the results of the partial determination coefficient test above, it can be concluded that the contribution of the Work Motivation variable to OCB is 17.9%, if the variables of organizational commitment and work compensation are considered fixed. The contribution of the Organizational Commitment variable to OCB is 16.4%, if the variables of work motivation and work compensation are fixed. The contribution of the Work Compensation variable to OCB is 24.8%, if the variables of work motivation and organizational commitment are considered fixed. Among the three independent variables, it can be concluded that work compensation contributes the most to organizational citizenship behavior in BNN RI Public Relations and Protocol employees.

E. Conclusion

Based on the results of the research and the analysis of the data regarding the influence of work motivation, organizational commitment, and work compensation on organizational citizenship behavior in public relations employees and BNN RI protocols, the following conclusions were obtained:

Simultaneously, work motivation, organizational commitment, and work compensation have a positive and significant effect on the organizational citizenship behavior of public relations and protocols employees of BNN RI. This shows that the higher the work motivation, organizational commitment, and work compensation, the higher the organizational citizenship behavior possessed by employees.

Partially, work motivation has a positive and significant effect on the organizational citizenship behavior of public relations and protocols employees of BNN RI. This shows that the higher the work motivation, the higher the organizational citizenship behavior in employees.

Partially, organizational commitment has a positive and significant effect on the organizational citizenship behavior of public relations and protocols employees of BNN RI. This shows that the higher the organizational commitment to employees, the higher the organizational citizenship behavior in employees.

Partially, work compensation has a positive and significant effect on the organizational citizenship behavior of public relations and protocols employees of BNN RI. This shows that the higher the work compensation for employees, the higher the organizational citizenship behavior in employees.

The results of this study are in line with the research conducted by Badaruddin (2022), who conducted research related to motivation, organizational commitment, and compensation, with the results of compensation, motivation, and organizational commitment affecting organizational citizenship behavior. Supported by research conducted by Danendra & Mujiati (2016), which states that motivation, compensation, and organizational commitment have a positive and significant effect on employee organizational citizenship behavior.

Based on the findings, it can be concluded that motivation, organizational commitment, and compensation each have a positive and significant impact on the enhancement of Organizational Citizenship Behavior (OCB). Through the lens of social exchange theory, when employees perceive fairness, appreciation, and emotional

connection with the organization, they are more likely to engage in voluntary behaviors beyond their formal roles, thereby strengthening overall organizational effectiveness.

Considering the results of the research and the analysis of the research results, the suggestions that can be given are as follows:

The upcoming research is expected to be able to conduct research using the basic concept of this research and be able to apply it to other agencies, because each agency has its own different job demands which will ultimately result in different perceptions of employees who are respondents.

Future research is expected to be able to conduct research with better measurement tools, more concise statement items or using other variables that can affect organizational citizenship behavior in addition to work motivation, organizational commitment, and work compensation.

Future research is expected not only to focus on one object, but can expand the research object, so that it can obtain representative results from various types of agencies and other companies.

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