

Jurnal **SERAMBI ILMU**



Journal of Scientific Information and Educational Creativity

VOLUME 23

NOMOR 2

EDISI SEPTEMBER 2022

Contents

- Obstacle Experienced By Students In Completing The Thesis Students
Junaidi, Junaidi, Vera Wardani, Yulsafli 151-162
- The Effect of Rewards and Job Satisfaction on Organizational Citizenship Behavior (OCB) of Lecturers at Panca Sakti University Bekasi
Uza Sukmana, Gunawan, Luluh Abdillah, Ardin, Muhammad Ridhwan 163-173
- Evaluation of Teacher's Ability in Using Technology Distance Learning in Banda Aceh City
Muslem Daud & Mariati MR 174-184
- Analysis of The Education Value of The Samawa Family at The Reception Before The Marriage Ceremony: Tradition Versus Islamic Sharia Value in Community Lio Cibarussah Bekasi
Eris Hanifah, Alex Kusmardani, Usep Saepulloh, Hayati, Said Darnius, Darmawati, Fahmi Arfan 185-195
- Student Understanding In Using Google Classroom On Online Learning
Muhammad Azzarkasyi, Syamsul Rizal, Dian Aswita 196-208
- Androgogy Approach in the Utilization of Liquid Smoke Coconut Waste as Vegetable Insecticide for Coconut Farming Community
Wahyu Ana Pria Utama, Lukmanul Hakim, Ruka Yulia, Army, Salfauqi Nurman, Erdi Surya, Elviani 209-220
- Stimulus for Teacher's Reading Interest in Improving Teaching Performance and Competence
Norhayati 221-228
- Identification of Causes of Scabies on Santri of Popular Dayah Educational Institutions in Aceh Province
Evi Dewi Yani, Husna, Masyudi, T. M. Rafsanjani 229-239
- Learning Analysis of the Long Jump Material Using the Playing Method for Junior High Scholl Students
Rubi Yatno, Rahmat Putra Perdana, Edi Purnomo, Eka Supriatna, Putra Sastaman 240-250
- Development of Learning Concepts For Natural Resources Materials Teaching In High School Students
Evi Apriana, Azwir, Samsul Bahri, M. Husin 251-261
- Local Content Integration Model and the Value of Science Characters in Students Junior High School In Banda Aceh
Ibrahim, Nurul Akmal, Almukarramah, Marwan, Yahya Don, Mohd Isha bin Awang 262-272
- Increasing Students' Understanding in Medical Surgical Nursing Course about Factors That Can Affect Early Mobilization of Mothers Post Sectio Caesarea at the Rumah Sakit Ibu dan Anak Banda Aceh
Yeni Rimadeni, Puji Indah Lestari, Afdhal 273-286

Diterbitkan Oleh
FKIP Universitas Serambi Mekkah Banda Aceh



Jurnal
Serambi Ilmu

Volume 23

Nomor 2

Hal.
151 - 286

Banda Aceh
September 2022

EDITOR IN-CHIEF

[Dr. Abubakar, M.Si](#), Universitas Serambi Mekkah, ID Sinta 5958216, Indonesia

MANAGING EDITOR

[Dr. Dian Aswita, S.Pd, M. Pd](#), Universitas Serambi Mekkah, Aceh, ID SCOPUS 57202957850, Indonesia

SECTION EDITORS

1. [Prof. Dr. Magdalena Mo Ching Mok, M. Ed](#), Educational University of Hongkong, ID SCOPUS 7006024212, Hong Kong
2. [Dr. Asriani, S. Pd., M. Pd](#), Universitas Serambi Mekkah, Indonesia
3. [Dr. Hj. Rani Siti Fitriani, S.S., M. Hum](#), Universitas Pasundan, Bandung, Indonesia
4. [Wahyu Khafidah](#), Serambi Mekkah University, Indonesia
5. [Dr. Usman Effendi, S.Sos., MM](#), Universitas Persada Indonesia YAI Jakarta, Indonesia, Indonesia
6. [Dr. Hj. Darmawati, M. Pd](#), Universitas Serambi Mekkah, Banda Aceh, Indonesia
7. [Dr. Arfriani Maifizar S,E, M.Si.](#), Universitas Teuku Umar Aceh Barat, Indonesia, ID SCOPUS 57210744149., Indonesia
8. [Zhao Jing, M. ED](#), Gizhou Education University, China, China
9. [Nurlaili Ramli, S. SiT., MPH](#), Health Polytechnic of the Ministry of Health in Aceh, Aceh Besar. ID SCOPUS 57195919249, Indonesia
10. [Zaiyana Zaiyana Putri](#), Universitas Serambi Mekkah, Banda Aceh, Indonesia, Indonesia
11. [Fitri Wulandari, S.Pd., M. Hum](#), Universitas Islam Riau, ID SINTA 6704089
12. [junaidi Jun S, Pd., M.Pd.](#), Universitas Serambi Mekkah, Indonesia
13. [Said Ali Akbar, S. Pd., M. Si](#), Universitas Serambi Mekkah, Banda Aceh ID SCOPUS 57190374979, Indonesia
14. [Muhammad Fajrin Pane, SH.I., M. Hum](#), Politeknik Tanjung Balai, Sumatera Utara, Indonesia
15. [Anita Noviyanti, S. Pd., M. Pd](#), Universitas Serambi Mekkah, Banda Aceh, Indonesia, ID SCOPUS 57219092073, Indonesia
16. [Illa Rahmatin, S. Pdi](#), Universitas Islam Negeri Ar-Raniry Banda Aceh, Indonesia
17. [Drs. Burhanuddin AG., M. Pd](#), Universitas Serambi Mekkah, Aceh Indonesia, ID SCOPUS 57219343469, Indonesia
18. [Drs. Jailani, M. Pd](#), Universitas Serambi Mekkah, ID. Scopus, 572190985 Indonesia
19. [Drs. Ridhwan Ismail, M. Pd](#), Universitas Serambi Mekkah, ID Scopus
20. [Drs. Yulsaflin - MA](#), Universitas Serambi Mekkah, ID SINTA 221608, Indonesia
21. [Drs. Anwar S. Pd., M. Pd](#), Universitas Serambi Mekkah, Banda Aceh ID SINTA 5997702, Indonesia
22. [Drs. Muhammad Isa, M. Pd](#), Universitas Serambi Mekkah, Aceh ID SCOPUS 57205735891, Indonesia
23. [Dr. Hj. Israwati, M. Si](#), Universitas Syiah Kuala, Banda Aceh, Indonesia
24. [Dr. Juli Firmansyah, S. Pd., M. Pd](#), Universitas Serambi Mekkah, Aceh ID SCOPUS 57207959988, Indonesia

WEB AND OJS MANAGER

[Munawir Munawir, ST., MT](#), Universitas Serambi Mekkah, ID Scopus, Indonesia

ADMINISTRATOR OFFICE AND LAYOUT TEAM

1. [Dra. Ismawirna M. Pd](#), Universitas Serambi Mekkah, Banda Aceh, Indonesia. ID SINTA 6167918, Indonesia
2. [Dra. Armi M. Si](#), Universitas Serambi Mekkah, Aceh. Indonesia ID SCOPUS 57219094630, Indonesia
3. [Said Ali Akbar, S. Pd., M. Si](#), Universitas Serambi Mekkah, Banda Aceh ID SCOPUS 57190374979, Indonesia

ENGLISH LANGUAGE ADVISORS

1. [Sephthia Irnanda, S.Pd., M.Tsol., Ph.D](#), Universitas Serambi Mekkah, Aceh ID SCOPUS 5720957372, Indonesia
2. [Sabrina, S. Pd., M. Appling., M. Tran](#), Universitas Serambi Mekkah, Banda Aceh, Indonesia
3. [Muhammad Aulia, S.Pd., MTSOL.,MA.\(Res\)., Ph.D](#), Syiah Kuala University, Aceh, ID ORCHID, Indonesia

LAYOUT EDITORS

1. [Samsuddin Samsuddin](#), Program Studi Teknik Komputer - Universitas Serambi Mekkah
2. [Dr. Nasir Ibrahim, SE., M. Si](#), Universitas Serambi Mekkah, Bid, Ekonomi dan Design Grafis
3. [Elvitriana Elvitriana](#), Prodi Teknik Lingkungan- Fakultas Teknik Universitas Serambi Mekkah
4. [Firdaus Firdaus](#), Designer Grafis Zoom Printing, Aceh, Indonesia

PROOFREADERS

1. [Prof. Dr. Asnawi Abdullah, BSc.PH, MHSM, MSc.HPPF, DLSHTM, Ph.D](#), Universitas Muhammadiyah, Aceh, ID SCOPUS : 57202957850, Indonesia
2. [Ery Utomo, P.hD](#), Universitas Negeri Jakarta
3. [Muslem Daud, S. Ag., M. Ed., Ph.D](#), Universitas Serambi Mekkah, Aceh, Indonesia, Indonesia
4. [Dr. Faradiba Sari Harahap, S. Pd., M. Pd](#), Politeknik Tanjung Balai, Sumatera Utara, Indonesia
5. [Dr. Muhammad Subhan, Ph.D., M.Sc., B.Eng., MLogM, Aff.M.ASCE](#), King Abdul Aziz University, Saudi Arabia
6. [Muhammad Aulia, S.Pd., MTSOL.,MA.\(Res\)., Ph.D](#), Syiah Kuala University, Aceh, ID ORCHID, Indonesia
7. [Exkarach Denang, M. Ed., Ph.D](#), Udom Tani University, Thailand
8. [Sabrina, S. Pd., M. Appling., M. Tran](#), Universitas Serambi Mekkah, Banda Aceh, Indonesia
9. [Yunisrina Qismullah Yusuf, S. Pd., M. Ed., Ph.D](#), Universitas Syiah Kuala, Aceh, ID SCOPUS : 55351138500, Indonesia
10. [Dr. H. Muhammad Alfatih Suryadilaga, S.Ag., M. Ag](#), Universitas Islam Negeri Sunan Kalijaga, Depok, Indonesia

Forewords

Praise and gratitude to Allah SWT, because of Allah's love for us so that we are still given a long life and can carry out our various daily activities. May all our activities become our acts of worship, Aamiinnn

in accordance with the commitment of the Jurnal Serambi Ilmu Journal to continue to improve the quality of its manuscripts since the volume 23 number 2 has been published full in English.

We are also be proud that the number of submitted manuscripts is quite large, but only a few are acceptable and worthy of publication. This means that Jurnal Serambi Ilmu has become one of the scientific publications that are considered by experts and education enthusiasts.

For this reason, Jurnal Serambi Ilmu is committed to continuing to maintain the quality, service and discipline that applies in scientific publications.

September 30, 2022
Editor in chief,

Dr. Abubakar, M. Si

Indexing By :



GARUDA
GARBA RUJUKAN DIGITAL



INDONESIAN SCIENTIFIC JOURNAL DATABASE
Database Jurnal Ilmiah Indonesia

The Effect of Rewards and Job Satisfaction on Organizational Citizenship Behavior (OCB) of Lecturers at Panca Sakti University Bekasi

Uza Sukmana¹, Gunawan², Luluh Abdilah³, Ardin⁴, Muhammad Ridhwan⁵

¹Uza Sukmana is the Staf Lecturer of Universitas Panca Sakti Bekasi, Jawa Barat, Indonesia.

Email : oe2teach@gmail.com

²Gunawan is Staf Lecturer of Sekolah Tinggi Ilmu Ekonomi, Sabang, Indonesia.

Email : igunanjar@gmail.com

³Luluh Abdilah Kurniawan is The Staf Lecturer of Universitas Panca Sakti Bekasi, Jawa Barat, Indonesia.

Email : luluhabdilah@gmail.com

⁴Ardin is Staf Lecturer of Universitas Panca Sakti Bekasi, Jawa Barat, Indonesia.

Email : ardin.unj88@gmail.com

⁵Muhammad Ridhwan is Staf Lecturer of Universitas Serambi Mekkah, Banda Aceh, Indonesia

Email : Muhhammad.ridhwan@serambimekkah.ac.id

Abstract

Organizational Citizenship Behavior (OCB) is extra-role behavior displayed by employees beyond their formal job descriptions, carried out voluntarily without considering certain awards or rewards, with indicators: (1) altruism (helping others), (2) conscientiousness (role is more than the minimum standard), (3) sportsmanship (sportsmanship), (4) courtesy (respect for others), (5) civic virtue (responsibility). The purpose of this study was to obtain information about the effect of reward and job satisfaction on the organizational citizenship behavior of lecturers at Panca Sakti University (UPS) Bekasi. This type of research is quantitative with a survey method at Panca Sakti University (UPS) Bekasi. This research was conducted to all lecturers at Panca Sakti University Bekasi using a survey method with path analysis used in hypothesis testing. A sample of 83 people was selected using the Slovin formula. The results of the study conclude: (1) There is a direct positive effect of reward on OCB. (2) There is a direct positive effect of job satisfaction on OCB. (3) There is a direct positive effect of reward on job satisfaction.

Keywords ; *reward, job satisfaction*

INTRODUCTION

Decision makers, policy makers, thinkers, even technical implementers and development supervisors are born from universities. The reality of the quality of higher education is still far from what we wish. The quality of higher education in Indonesia is still lagging behind both at the international level, and even at the ASEAN level. This

was stated by the Minister of Research, Technology and Higher Education (Menristek Dikti), Muhammad Nasir in the 18th National Accounting Symposium at the University of North Sumatra (USU). According to the General Chair of the Association of Indonesian Private Universities (APTISI), Prof. Dr. Edy Suandi Hamid, M.Ec. The growth in the number of universities in Indonesia has been very high in the last ten years. The increase in quantity is not accompanied by the quality of higher education.

In the 2015-2019 Ministry of Research, Technology and Higher Education (Kemenristekdikti) strategic plan, the Dikti performance achievement table states that in 2014, universities that entered the world's top 500 are targeted at 11 universities, the realization is only two universities. The fact that this ranking downgrade shows that the improvement in the quality of Indonesian universities is below the increase in universities in the world. The case of deactivation of 243 universities conducted by Dikti during 2015 is proof and correction of the low quality of management of Indonesian universities. The lecturer ratio is one of the reasons for terminating universities. The growth in the number of students has not been matched by the addition of teaching staff. Minister of Research, Technology and Higher Education, Mohammad Nasir, revealed that in state universities (PTN), the shortage of lecturers reached 1,469. While in private universities (PTS) as many as 4,597 educators.

In Jawa Barat, this ratio of lecturers is the reason for the deactivation of several universities from hundreds of universities declared inactive by DIKTI. On the other hand, many lecturers have not met the qualifications. A total of 2,244 lecturers who have been appointed as foundation lecturers do not yet have a master's degree diploma (S2). Meanwhile, for PNS lecturers, of the 769 lecturers, there are 40 lecturers who have not completed the master's program (S2). Their status is currently employed (DPK) at PTS.

At present, the behavior of human resources that is demanded by organizations is not only doing what is their duty (intra-role behavior), but sometimes also doing other things outside their work (extra-role behavior) without depending on rewards. This prosocial behavior is known as OCB. (Organ in Zeinabadia 2010) defines OCB is a set of helpful, discretionary and extra-role behaviors exhibited by employees that are not directly or clearly recognized by the formal reward system and have an overall positive effect on the operation of the organization, also they cannot be enforced by the employment contract. Organ (1988) defines OCB as a set of helpful, independent, and extra-role behaviors exhibited by employees that do not have a direct positive effect on the organization, nor are they imposed by the employment contract. OCB is a person's commitment and loyalty to his job and workplace because he is satisfied with his job. This is in line with (Purnomo and Hadi 2019) OCB can be influenced by several factors, including job satisfaction, work commitment, role perception, leadership behavior. OCB can be influenced by several factors, including job satisfaction, work commitment, role perception, leadership behavior.

While the reward According to Fred Luthans in stating that the reward is "organization provide rewards to their personal in order to try to motivate their performance and encourage their loyalty and retention. Pay is an unquestionably

important form of reward. However, it is not the only way in which organization can reward their people in addition to money, forms of recognition to identify and reward outstanding performance can be a vital, but too often overlooked, part of the organizational reward system (Marhamah 2017)

Furthermore, based on the results of research Sani (2013) defines that job satisfaction is an attitude towards one's work, the difference between the number of benefits received by workers and the number of rewards they believe must be received. Satisfied employees will generally find it easier to make more contributions from OCB roles than others. Someone with a high level of satisfaction shows a positive attitude towards their work. Conversely, someone who is dissatisfied with his work will show a negative attitude towards his work.

A person with a high level of satisfaction shows a positive attitude towards their job. Conversely, someone who is dissatisfied with his job will show a negative attitude towards his job (Cahya & Wibawa in Nurjanah, Pebianti, and Handaru 2020). This means that when employees are satisfied, in this case, lecturers in their work will contribute more to their organization (Anwar, A., Daud, M., Abubakar, A., Zainuddin, Z., & Fonna, F. (2020).

The implementation of the university's tri dharma mission will not run without the lecturer as the main actor. Prosocial behavior must be possessed by lecturers considering the university's tri dharma mission. Lecturers as educators are professions that are generally recognized as having noble values. The term "Pahlawan tanpa tanda jasa" is proof of the noble recognition and social spirit of the work of educators. Therefore, OCB behavior should be owned by educators, especially lecturers. If lecturers in the organization have OCB behavior, then the leadership's efforts to direct higher education activities to achieve their goals will certainly be easier. Finally, the quality of higher education reaches the desired level.

One of the private universities in Jawa Barat is the Panca Sakti University Bekasi (UPS), is one of the universities that want to contribute to improving the quality of higher education in Indonesia. To ensure the quality of education services, UPS is supported by a reward system. It is hoped that administrative staff and lecturers will provide better services. The results are shown from an annual survey conducted by the fondation regarding educational services, one of the lecturers is service to students.

In 2015, the survey indicated that according to the majority of students, the quality of lecturers was good. From the survey results, it can be concluded that basically the lecturer's service to students is quite good. Even so, the performance of lecturers can be said to be not optimal. This can be seen from students who assess the service of lecturers as lacking and very lacking, which is still quite significant.

Performance as described by Colquitt, has three dimensions, namely task behavior, voluntary behavior and conflicting behavior. Through the performance dimensions above, the results of the survey on the performance of lecturers according to students at UPS above can be seen in several possibilities. One of them is that the lecturer's service

has not been maximized because the performance is only focused on the task (intra-role). Voluntary work behavior is still low. Lecturer extra-role behavior can be seen from the additional performance assigned, for example arriving earlier, returning after working hours, staying longer at the office, adding material or lecture hours, guiding students either individually or by the Student Activity Unit (UKM) or other groups. , assisting lecturers or other employees, organizing and participating in scientific forums and other positive activities.

Based the conditions described above, the researcher sees the need to study the rewards and job satisfaction of OCB lecturers at Panca Sakti University (UPS) Bekasi, Jawa Barat.

RESEARCH METHODS

This study uses a survey research method with a quantitative-causal approach using path analysis. This approach was chosen to analyze the pattern of relationships between variables with the aim of knowing the direct or indirect effect of a set of independent variables on the dependent variable.

Population and Research Sample

The population is an object/subject in an area that meets certain conditions that have to do with the problem under study. The affordable population in this study were lecturers spread across three faculties, ten study programs at Panca Sakti University, Bekasi, Jawa Barat, The total of the population is 149 lecturers. To determine the number of samples in this study was carried out using the Slovin formula, as follows : $n = N/(N.d^2+1)$, Information: n = Sample, N = Population, d = Precision set at 5% with 95% confidence level, From the above formula obtained: $n=149/(105.(0.05)^2+1)$, $n=149/1, 37$, $n=108.75$, $n=109$ (rounded up). So the sample to be used in this study is 109 lecturers.

Data collection technique

To obtain the data in this study used a questionnaire for the three variables Reward (X1), Job Satisfaction (X2), and OCB (X3). All questionnaires were filled out by Lecturers of Panca Sakti University Bekasi, West Java. In order to understand the three variables, it is necessary to explain the conceptual definition of each variable based on the theoretical study presented above.

Specifically, this study aims to determine: (1) The direct effect of positive rewards on OCB of Lecturers at Panca Sakti University (UPS) Bekasi. (2) Positive direct effect of Job Satisfaction on OCB of Lecturers at Panca Sakti University (UPS) Bekasi. (3) The direct effect of positive rewards on Job Satisfaction of Lecturers at Panca Sakti University (UPS) Bekasi. To understand the three variables, it is necessary to explain the conceptual definition of each variable.

Reward

Reward is the opinion of the lecturer about the award, both financial and non-financial, given by the UMK/supervisor to the lecturer for his work, with indicators: (1) giving wages/salaries, (2) attention from superiors, (3) giving bonuses, (4) gifts of praise on the job, (5) the existence of a promotion.

Job Satisfaction

Job Satisfaction is the feeling of being happy or not by lecturers at Panca Sakti University (UPS) Bekasi, Jawa Barat on the results of the assessment of aspects of their work, with indicators: (1) feelings towards wages/salaries, (2) feelings towards awards, (3) feelings towards supervision, (4) feelings towards co-workers relationships, and (5) feelings towards superior-subordinate relationships, and (6) feelings towards working conditions.

Data Processing Techniques

Processing data using Microsoft office excel manually, and SPSS 16 as a measuring and comparison tool to determine the extent of the influence between variables after the data obtained through questionnaires.

Validity Testing and Reliability Calculation

1) Validity Test

The item validity test of the research instrument aims to see a description of the validity of each item of the research instrument. The item validity test is needed to confirm that the items of the research instrument used in data collection are valid. This validity test uses the help of the excel program. Empirically, this is done by looking at the correlation coefficient (Pearson Product Moment) between the question items and the total answer score.

The validity of the instrument was tested using the Product Moment formula. The criterion for the validity of one item of the research instrument was if the value of $r_{count} \geq r_{table}$. The value of the r_{table} is determined by the level of significance and degrees of freedom (df). The level of significance is set at $\alpha = 0,05$. While the degrees of freedom are the number of samples minus 1 ($n-1$).

2) Reliability Test

Calculation of instrument reliability in a study aims to determine the consistency and level of confidence of an instrument. The instrument reliability coefficient is calculated using the formula *Alpha Cronbach* as follow:

$$r = \left[\frac{k}{k-1} \right] \left[1 - \frac{\sum S_i^2}{S_t^2} \right]$$

Information : r : Instrument reliability coefficient, k : Number of instrument items, $\sum S_i^2$: Item variance, S_t^2 : Total variance

Based on the test results of the instrument, the OCB variable consists of 36 valid statements with a reliability of 0.959. The reward variable consists of 32 valid statements with a reliability of 0.957. The job satisfaction variable consists of 34 valid statements with a reliability of 0.959. So that it is concluded that it meets the requirements to be used as a measure of research variables.

Data Analysis Technique

The data analysis technique used is descriptive to describe the state of the data for each variable, namely lowest score, highest score, median mean score, mode, standard deviation, variance, frequency distribution, and histogram. For this reason, the

following tests were carried out: 1) Normality test using the Liliefors test; 2) Significance test and regression linearity using F-test. After that, inferential analysis (Hypothesis Test) is used to test the research hypothesis, through path analysis. All hypothesis testing using $\alpha = 0,05$.

RESEARCH RESULT AND DISCUSSION

Effect of the Reward to OCB

From the results of path analysis calculations, the direct effect of reward on OCB, the path coefficient value is 0.340 and the value of t^{count} of 3.20. Score t_{table} of $\alpha = 0,01$ is 2,64. Due to the value of t^{count} greater than value t_{table} , then thus H_0 rejected and H_1 accepted, namely that the reward has a direct positive effect on OCB is acceptable.

The results of the first hypothesis analysis provide a finding that rewards have a direct positive effect on OCB. Thus, it can be concluded that OCB is directly influenced positively by reward. Accuracy in giving rewards results in an increase in OCB.

Table 1
Path Coefficient of Effect of X1 on X3

Direct influence	Path Coefficient	t^{count}	t_{table}	
			$\alpha = 0,05$	$\alpha = 0,01$
X ₁ to X ₃	0,340	3,20 **	1,99	2,64

** Path coefficient is very significant ($3,20 > 2,64$ on $\alpha = 0,01$)

Source : Research results 2021

The results of this study are in accordance with the opinions of several experts including the opinion of Colquitt, Lepine, and Wesson (2014:41), indeed, employee citizenship behavior has been found to influence the salary and promotion recommendations people receive, over and above their task performance. Put simply, it pays to be a good citizen.

Next, Jerald Greenberg and Robert A. Baron (2003:200) also explain, keeping in mind how in pleasant these people made life in your organization may be just the incentive you need to follow these guidelines doing so will keep you from becoming a bad organizational citizen yourself-and from encouraging others to follow suit.

OCB, McShane (2010), (in Wa Santi, 2018, 94) revealed that, money influence an individual's ethical conduct, organizational citizenship, and many other behaviors and attitudes. Based on the description above, the reward has a direct positive effect on OCB. With the accuracy of giving rewards to lecturers, it can improve the OCB of lecturers at work.

The Effect of Job Satisfaction on OCB

From the results of testing the second hypothesis, it can be concluded that there is a positive direct effect of job satisfaction on OCB with a correlation coefficient value of 0.476 and a path coefficient value of 0.308. This shows that job satisfaction has a direct positive effect on OCB.

From the results of path analysis calculations, the direct effect of job satisfaction on OCB, the path coefficient value is 0.308 and value t_{count} is 2,90. value t_{table} for $\alpha = 0,01$

is 2,64. Therefore value of t_{count} greater than value t_{table} so H_0 is rejected dan H_1 is accepted, Thus job satisfaction has a direct positive effect on OCB and can be accepted.

The results of the second hypothesis analysis resulted in the finding that job satisfaction had a direct positive effect on OCB. Based on these findings, it can be concluded that OCB is positively influenced by job satisfaction. Increased job satisfaction resulted in an increase in OCB.

Table 2
Path Coefficient of Effect of X2 on X3

Direct influence	Path Coefficient	t_{count}	t_{table}	
			$\alpha = 0,05$	$\alpha = 0,01$
X ₂ to X ₃	0,308	2,90 **	1,99	2,64

** Path coefficient is very significant ($2,90 > 2,64$ on $\alpha = 0,01$)

Source : Research results 2021

The results of this study are in line with the opinion of several experts including: James Campbell Quick and Debra L Nelson (2011:150) said *"job satisfaction and different part of an attitudes relate to different targets of OCB's, affect tends to direct OCBs towards the organization."*

Furthermore Richard L. Hugnes, Robert C. Ginnett and Gordon J. Curphy (2009:372) said *"research has also shown that people who are more satisfied with their jobs are more likely to engage in organization citizenship behavior."* This shows that job satisfaction is a measure of whether employees will work above their formal duties. Love for his work will make employees work more than they should.

Besides that David A. Foote and Thomas Li-Ping Tang (2018) do research with the title "Job satisfaction and organizational citizenship behavior (OCB)". The results of his research show: The relationship between job satisfaction and OCB was shown to be significant, as was the relationship between team commitment and OCB. Most importantly, the relationship between job satisfaction and organizational citizenship behavior was moderated by team commitment, such that the relationship was stronger when team commitment was high. Based on the description above, job satisfaction has a direct positive effect on OCB.

Effect of Reward on Job Satisfaction

From the results of testing the third hypothesis, it can be concluded that there is a direct positive effect of reward on job satisfaction with a correlation coefficient value of 0.494 and a path coefficient value of 0.494. This shows that rewards have a direct positive effect on job satisfaction.

From the results of path analysis calculations, the direct effect of reward on job satisfaction, the path coefficient value is 0.494 and the value of t_{count} is 5,11. Value of t_{table} for $\alpha = 0,01$ is 2,64. Therefore value of t_{count} greater than the value t_{table} then H_0 is rejected and H_1 which states that rewards have a direct positive effect on job satisfaction are acceptable.

The results of the third hypothesis analysis provide a finding that rewards have a direct positive effect on job satisfaction. Thus it can be concluded that job satisfaction is directly influenced positively by rewards. Accuracy in giving rewards results in increased job satisfaction.

Table 3
Path Coefficient of Influence X_1 to X_2

Direct influence	Path Coefficient	t_{count}	t_{table}	
			$\alpha = 0,05$	$\alpha = 0,01$
X_1 terhadap X_2	0,494	5,11 **	1,99	2,64

** Path coefficient is very significant ($5,11 > 2,64$ on $\alpha = 0,01$)

Source : Research results 2021

The results of this study are in line with the opinions of experts including: Robert Kreitner and Angelo Kinicki (2010:194) mentioned, that *“managers can thus enhance employee satisfaction by structuring the work environment and its associated rewards and recognition to reinforce employees’ value.”*

Next John W. Newstrom (2015:235) explained, *“... later, their satisfaction may suffer as promotions are less frequent and they face the realities of retirement. Predictably, too, people with higher-level occupations tend to be more satisfied with their jobs. They are usually better paid, have better working conditions, and hold jobs that make fuller use of their abilities.”*

In line with the opinion above Avisena Harkat (2014) conducted a study entitled The Effect of Perception on Reward and Performance Assessment on Job Satisfaction and Commitment of government employees (PNS) In Lumajang Regency Government. The results of his research indicate that the intrinsic reward factor has a significant influence on job satisfaction. This means that the better the intrinsic reward, the better job satisfaction will be. In addition, the extrinsic reward factor has a significant influence on job satisfaction. This means that the better the extrinsic reward, the better job satisfaction will be.

Furthermore, Khan (2014) stated that the reward system has a positive effect on job satisfaction. This study was conducted at a private bank in Pakistan. Sadhana and Sintaasih (2015) state that financial compensation has a positive effect on job satisfaction at Aura Commodation Ubud. Shah (2013) conducted research on PT. Graha Raja Empat that financial compensation has a positive effect on job satisfaction and employee motivation.

CONCLUSION

Based on the results of the research and data processing above, it can be concluded:

1. Efforts to increase OCB through rewards

Efforts that can be made through rewards so that they have an impact on increasing lecturers' OCB are by paying attention to the indicators of rewards. This means that the OCB of lecturers can be improved through accuracy in giving rewards in the form of

giving wages/salaries, attention from superiors, giving bonuses/incentives, praise for work and promotions.

2. Efforts to improve OCB through job satisfaction

Efforts that can be made to improve OCB by increasing the job satisfaction of lecturers are by paying attention to indicators of job satisfaction. This means that the OCB of lecturers can be increased through lecturer satisfaction with wages, awards, supervision, co-workers relations, superior-subordinate relationships, and working conditions..

In an effort to improve OCB for lecturers, the implementation of a good wage/reward and reward system will have implications for lecturers' OCB. Through rewards and awards for achievements achieved and OCB behavior of lecturers, for example, it can be a stimulus that encourages lecturers to achieve satisfaction by showing voluntary behavior. After the lecturer understands that the organization implements a good reward and reward system, the lecturer's awareness of voluntary work behavior (OCB) will grow. A high OCB will be accompanied by an increase in rewards and rewards.

The active involvement of supervisors and superiors (such as heads of study programs and deans, university leaders and others), harmonious relationships with colleagues and a comfortable and accommodating work environment can provide motivation and technical and social support for lecturers in achieving better satisfaction. The relationship between superiors and subordinates and peers is a factor in shaping the conditions of the work environment. Good communication and relationships between superiors, subordinates and colleagues can lead to good cooperation in the form of helping each other and filling in deficiencies in order to achieve organizational goals.

With such conditions, it is easier for lecturers to carry out their duties and obtain job satisfaction. Awareness that job satisfaction cannot be separated from the role of superiors and colleagues and the positive condition of the organizational environment so that lecturers voluntarily work outside of their work assignments (OCB).

REFERENCES

- Avisena Harkat, *Pengaruh Persepsi Atas Reward Dan Penilaian Kinerja Terhadap Kepuasan Kerja Dan Komitmen Pegawai Negeri Sipil (Pns) Di Pemerintah Kabupaten Lumajang* Jurnal Ilmiah INOVASI, Vol.14 No.2 Mei-Agustus 2014, pp. 182-190,
- Colquitt, Jason A., Jeffrey A. Lepine, Michel J. Wesson. (2015). *Organizational Behavior 4th Ed* . New York: McGraw-Hill International Edition.
- David A. Foote and Thomas Li-Ping Tang, *Job Satisfaction and Organizational Citizenship Behavior (OCB)*, Journal Management Decision Volume 46 No. 6 March 2008, Digital Object Identifier (DOI): 10.1108/00251740810882680, pp. 933-947.
- Greenberg, Jerald, Robert A. Baron. (2003). *Behavior in Organizations*. New Jersey: Pearson Prentice Hall.

- Muharji, 2021. Upaya Meningkatkan Kompetensi Guru dan Kinerja Guru dalam Mengajar melaui Stimulasi Minat Baca Referensi Kependidikan di Perpustakaan Sekolah SDN 003 Bagan Nenas Kecamatan Tanjung Medan Kabupaten Rokan Hilir Provinsi Riau Marhaji, Vol. 9, No. 8, September 2021
- Anwar, A., Daud, M., Abubakar, A., Zainuddin, Z., & Fonna, F. (2020). Analisis pengaruh gaya mengajar guru terhadap prestasi belajar siswa. *Jurnal Serambi Ilmu*, 21(1), 64-85.
- Hugnes, Richard L., Robert C. Ginnett and Gordon J. Curphy. (2009). *Leadership Enhancing The Lesson Of Experience 6th Ed*. Singapore: McGraw-Hill.
- Khan, Hafiz Ghufra A., 2014. Impact Of Reward System On Job Satisfaction Through Organizational Commitment: A Study Of Private Banks Based In Islamabad Pakistan. *Economic And Social Development: Book Of Proceedings*, Pp: 499-506.
- Kreitner, Robert and Angelo Kinicki. (2010). *Organizational Behavior*. New York: McGraw-Hill Companies, Inc.
- Luthans, Fred. (2011). *Organizational An Evidence-Based Approach 12th Ed*. New York: McGraw-Hill.
- Newstrom, John W. (2015). *Organizational Behavior; Human Behavior at Work 14th Ed*. New York: McGraw-Hill.
- Marhamah, Marhamah. 2017. "Pengaruh Quality of Work Life (Qwl) Dan Reward Terhadap Organizational Citizenship Behavior (Ocb) Pada Guru Sekolah Dasar Negeri (Sdn) Di Babelan Bekasi." *Jurnal Manajemen Pendidikan* 5 (2): 937-47. <https://doi.org/10.21009/jmp.v5i2.1973>.
- Nurjanah, Siti, Vina Pebianti, and Agung Wahyu Handaru. 2020. "The Influence of Transformational Leadership, Job Satisfaction, and Organizational Commitments on Organizational Citizenship Behavior (OCB) in the Inspectorate General of the Ministry of Education and Culture." *Cogent Business and Management* 7 (1). <https://doi.org/10.1080/23311975.2020.1793521>.
- Purnomo, A, and W Hadi. 2019. "The Effect of Transformational Leadership and Organizational Commitment to Organizational Citizenship Behavior (Ocb) in Building Construction Companies." *KnE Social Sciences* 3 (12): 653. <https://doi.org/10.18502/kss.v3i12.4137>.
- Quick, James Campbell and Debra L Nelson. (2011). *Principles of Organizational Behavior: Realities and Challenges*, 7th edition. Southwestern: Cengage Learning.
- Sadhana, I Made. dan Sintaasih, D.K., 2015. Pengaruh Kepemimpinan Dan Kompensasi Finansial Terhadap Kepuasan Kerja Dan Kinerja Karyawan Ubud Aura Accomodation Di Ubud, Gianyar. *E-Jurnal Manajemen Universitas Udayana*, 4(1), Pp: 171-191.
- Syah, Harits, 2013. Pengaruh Kompensasi Finansial Terhadap Kepuasan Kerja Dan Motivasi Kerja Karyawan Pada PT. Graha Raja Empat. *Jurnal Ilmu Manajemen*, 1(2), Pp: 462-471.

- Wa Santi, *Pengaruh Reward dan Kontrak Psikologis Terhadap Organizational Citizenship Behavior(OCB) Dosen Fkip Universitas Halu Oleo (UHO)*, Jurnal Ilmiah Wahana Pendidikan Vol 4, No.4, Desember 2018. pp. 88-97
- Zeinabadia, Hassanreza. 2010. "Job Satisfaction and Organizational Commitment as Antecedents of Organizational Citizenship Behavior (OCB) of Teachers." In *Procedia - Social and Behavioral Sciences*, 5:998–1003. Elsevier Ltd. <https://doi.org/10.1016/j.sbspro.2010.07.225>.

Copyright © 2022, Uza Sukmana, Gunawan, Luluh Abdilah, Ardin, Muhammad Ridhwan

The manuscript open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.