

# **Enhancing Job Satisfaction and Organizational Citizenship Behavior of Interns in Indonesia**

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## **Abstract**

This research aims to test and analyze whether job satisfaction has a role in mediating the relationship between compensation and benefit and transformational leadership towards the OCB level of the intern. The collected respondents were 220, consisting of people who experienced internships in Bandung and around Jakarta. This research is a non-probability sampling through the purposive sampling method and uses quantitative analysis. The calculation uses SmartPLS3 to get the SEM model and the results of the hypothesis. Based on the results obtained, all the hypotheses are accepted. Compensation and benefit and transformational leadership have a significant influence on job satisfaction. Both also affect OCB. Job satisfaction also shows a significant impact on OCB. Among all the three variables (compensation and benefit, transformational leadership, and job satisfaction), compensation and benefits have the most significant effect on OCB.

## **Keywords**

Organizational Citizenship Behavior, Job Satisfaction, Compensation and Benefit, and Transformational Leadership

## **1. Introduction**

Since 2018, young people, commonly called the millennial generation, are starting to dominate companies (Yunita and Saputra, 2019). To create their career, many of them used internship programs before they continued being an employee for the company. This generation requires special treatment, attracting the attention of newcomers and retaining them. It is worth the effort, considering that these generations are inseparable from creativity and

independence (L. Djono, 2020). Hence, it will be beneficial if the company understands any factors that could attract newcomers, especially the young generation, who will implement their creativity and support its vision and mission.

The latest survey states that in 2017, the number of interns in Indonesia reached 60,163 people (Mahdiyah, 2019). However, ironically, many interns do not get the right to obtain a salary. Even though it is mentioned in the Minister of Manpower Regulation no. 6 of 2020, pocket money such as transportation funds, incentives, or meals is the right of all interns (Shalihah, 2021). Completing these rights will create mutualism for both the company and the intern. One of the benefits is the intern's willingness to work beyond the tasks to help the company achieve its goals.

Leadership is one of the essential aspects that affect the continuity of work in an organization. Besides, it also influences those below it. The most commonly discussed leadership research is transformational leadership (Bozdogan and Aksoy, 2020; Braun et al., 2013). Several other studies also mentioned the relationship between transformational leadership and job satisfaction (Saktiawan and Jaya, 2018; Abouraia and Othman, 2017; Chandrasekara, 2019; Abelha et al., 2018; Prabowo et al., 2018), and organizational citizenship behavior (Asgari et al., 2020; Majeed et al., 2017; Tian et al., 2020; Masrohatin et al., 2019; Metwally et al., 2019).

Several factors can affect job satisfaction in a company. According to Teoh et al. (2011), Mehrez and Bakri (2019), and Ashraf (2020) state that there is a relationship between compensation and benefit and job satisfaction. In addition, based on research from Augustine and Nawangsari (2020) and Neog and Barua (2014) also mentioned the relationship between compensation and job satisfaction.

Interns/employees who have the intention to work over their responsibilities are an asset to a company. It is reflected in the level of organizational citizenship behavior possessed by both full-time workers and interns. In its context, OCB can be influenced by several things, one of which is job satisfaction. The survey conducted by Fitrio et al. (2019), Talachi and Gorji (2018), Rasheed et al. (2013), Heriyadi et al. (2020), and Hidayah and Harnoto (2018) found that job satisfaction and organizational citizenship behavior shows a significant influence.

Compensation and benefits also have a role in the work field. Mehrez and Bakri (2019) mentioned that money is the primary determinant when workers decide to stay or leave the organization. Moreover, the study also states that compensation has an essential role in influencing job satisfaction other than salary. Other studies also mention the effect of compensation on OCB (Nawangsari and Sutawidjaya 2018; Supriyadi et al. 2017; Ardiansyah et al. 2020; Fitrianasari et al. 2022; Ardiansyah et al. 2020).

This survey focuses on expanding factors that influence organizational citizenship behavior within the scope of interns. This study also analyzes whether compensation and benefits and transformational leadership affect job satisfaction, which will determine an intern's OCB level. We hope this research will provide better and broader insights related to previous research that discusses compensation and benefits, transformational leadership, job satisfaction, and organizational citizenship behavior.

## **2. Literature Review**

### **2.1 Organizational Citizenship Behavior**

Garay (2006) states that organizational citizenship behavior (OCB) is a voluntary behavior of a worker to want to do a task or job outside his responsibilities or obligations for the advancement or benefit of his organization. Robbins et al. (2015) assert that employees with high levels of OCB tend to help others in their team often, volunteer to do additional work, avoid unnecessary conflicts, respect and follow the rules, and tolerate workloads and interruptions from time to time. Research conducted by Waspodo and Minadaniati (2012) shows a significant and positive effect of job satisfaction on OCB. In general, previous studies found a substantial and positive relationship.

### **2.1.1 Organizational Citizenship Behavior Dimensions**

According to Shanker, M. (2014), dimensions of organizational citizenship behavior are:

1. Altruism: (a) Helping a colleague who is absent from work (b) Helping others who have a heavy workload (c) Watching one person's behavior affects the work of others (d) Providing help and support to employees
2. Courtesy: (a) Respect and care for others (b) Maintain good relations with coworkers
3. Civic virtue: (a) Attend meetings held by the organization (b) Read and answer work-related emails (c) Participate in organizational activities.

### **2.2 Job Satisfaction**

Human resources in an organization is an asset for the company. Achieving employee satisfaction means one step forward in achieving company goals and company performance can also increase because workers will be more productive if they feel happier. Fluctuations can also be avoided due to high worker satisfaction (Chen, 2006). Job satisfaction is considered to create a positive attitude of workers in prioritizing the company first, above the individual interests. In addition, job satisfaction also supports employees/interns to work harder, more responsibly, and even exceed the company's expectations. Warner (2007) argued that high level employee job satisfaction created an impact on the level of happiness of workers, which will eventually improve the organization. Brown (1993) also asserted that high levels of job satisfaction contribute more to the citizenship behavior of workers.

#### **2.2.1 Job Satisfaction Dimensions**

Onukwube (2012) argues that job satisfaction consists of several dimensions, including:

- 1) Direct relationship with the leadership: (a) Happy with the way the boss gives orders and (b) Happy with the way the boss gives directions.
- 2) Relations between coworkers: (a) Having coworkers who are kind and friendly (b) There is good communication and cooperation between employees or coworkers.
- 3) Opportunities in career development: (a) There are equal opportunities in career development (b) The promotion process is open.

### **2.3 Compensation and Benefit**

According to Byars and Rue (2008), compensation is given to employees/interns as a reward for their hard work. In general, compensation consists of basic wages or salaries, benefits, bonuses, or incentives. Compensation such as financial or non-monetary received for employees/interns from their superiors can also be categorized as social rewards (benefits). Flexible working hours, career growth opportunities, and the pleasure of duty and friendship are examples of the benefits (Shah et al. 2018). Also, to increase job satisfaction and retain employees/interns to the organization, compensation plays a significant role in it. (Berber et al., 2017).

#### **2.3.1 Compensation and Benefit Dimensions**

According to Indriyani (2017), Compensation and Benefit are divided into several dimensions, including:

1. *External compensation*: (a) Base salary (b) Incentives
2. *Allowances*: (a) Bill allowances (b) Transportation allowance (c) Lunch allowance
3. *Work-life Balances*: To provide the equilibrium between work life and private life, the company offers certain facilities

### **2.4 Transformational Leadership**

Danim and Suparno (2009) argues that transformational leadership comes from the word "transformation", which means transforming or changing something into another form. For example, turning your vision into reality. Furthermore, Bernard Bass in Gill et al. (2010) describe transformational leadership as "leadership and performance that exceeds expectancies." Tracy and Hinkin in Gill et al. (2010) said that transformational leadership is "the process of influencing major changes in the attitudes and assumptions of an organization members and building a commitment to the organization's mission and goals."

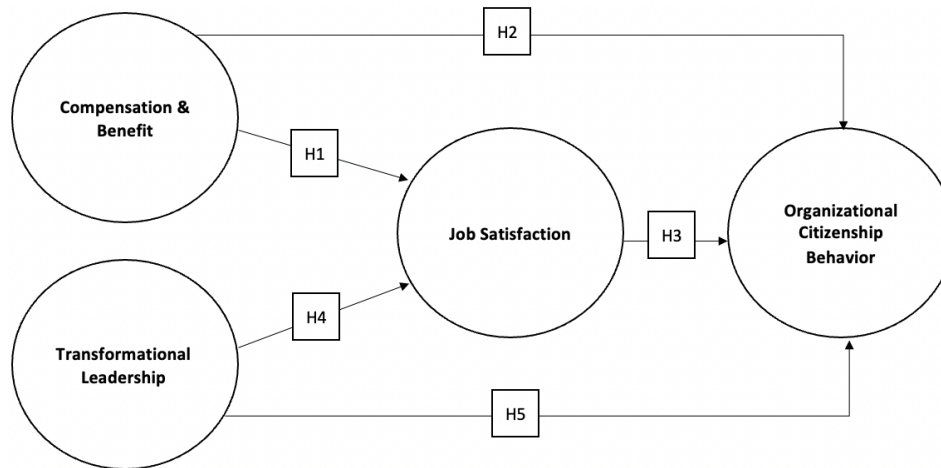
#### **2.4.1 Transformational Leadership Dimensions**

According Nilwala et al. (2017) stated that there are several dimensions in transformational leadership, namely:

- 1) Idealized influence: (A) Make others feel familiar with us (b) Give others complete confidence in us (c) Make others proud to work with us.

- 2) Inspirational motivation: (A) Express what we can and should do in simple words . (b) Provide a fascinating image of what we can do. (c) Helping others find meaning in their work.
- 3) Intellectual stimulation: (A) Get others to think about old problems in new ways (b) Give others a new perspective on confusing things (c) Get others to rethink ideas that they have never thought of before.

## 2.5 Research Model And Hypotheses



**Figure 1. Research Model**

*H1: There is a significant influence between Compensation and Benefits on Job Satisfaction*

*H2: There is a significant influence between Compensation and Benefits on Organizational Citizenship Behavior*

*H3: There is a significant influence between Job Satisfaction on Organizational Citizenship Behavior*

*H4: There is a significant influence between Transformational Leadership on Job Satisfaction*

*H5: There is a significant influence between Transformational Leadership on Organizational Citizenship Behavior*

## 3. Methods

### 3.1 Research Purpose

Based on the objectives, this research is research that tests the hypothesis. Hypothesis testing is a method of making decisions based on an analysis of data, both from controlled experiments and from observations (uncontrolled). According to Sekaran and Bougie (2017), hypothesis testing tests whether the statements generated from a theoretical framework match rigorous testing. This type of research describes a special relationship between the independent and dependent variables or other factors that affect each variable.

### 3.2 Population and Sampling

#### 3.2.1 Population

According to Sekaran and Bougie (2017), population refers to a group of people, cases and exciting things to research. The respondents of this study were someone who had an internship program at companies located in Bandung and surrounding Jakarta.

#### 3.2.2 Sampling

According to Sekaran and Bougie (2017), the sample is part of the population chosen by the researcher; it is hoped that the sample that has been selected can represent the population to be generalized. The sampling technique of this research is non-probability sampling through the purposive sampling method. The sample criteria in this study are that someone had an internship program at companies located in Bandung and surrounding Jakarta. The total number of respondents in this study amounted to 211 respondents.

### 3.3 Data Measurement Method

The questionnaire is the primary data collection tool in this study. According to Sekaran and Bougie (2017), the Likert scale is an interval scale, mainly using a 5-point scale. Labeled Likert Scale: (1) I don't think so. (2) I disagree. (3) Neutral. (4) I agree. (5) I agree—the data analysis method in this study uses SEM (Structural Equation Modeling) SmartPLS.

## 4. Results

### 4.1 Numerical Results

All the hypothesis testing results are  $<0.05$ ; meaning that **all hypotheses are accepted**. First, the parameter coefficient from CB to JS is 0.238, and the p-value is 0.000 which means **CB to JS is statistically significant**. Same with the previous hypothesis, CB to OCB has the exact number p-value (0.000), and the parameter coefficient from CB to OCB is 0.873. It means that **CB to OCB is statistically significant**. Third, JS to OCB has 0.130 on the parameter coefficient and 0.044 on the p-values. Therefore, the third hypothesis, **JS to OCB, is statistically significant**. Fourth, the parameter coefficient of TL to JS is 0.564 and 0.000 on the p-values. It means that **TL to JS is statistically significant**. The last one is TL to OCB with 0.139 on the parameter coefficient and 0.014 on the p-value, which can be concluded that **TL to OCB is statistically significant**. (Table 1)

**Table 1.** Path Analysis and Hypothesis Testing

	Original Sample(O)	Sample Mean(M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P-Values
<b>CB -&gt; JS</b>	0,238	0,240	0,062	3,813	<b>0,000</b>
<b>CB -&gt; OCB</b>	0,873	0,878	0,052	16,829	<b>0,000</b>
<b>JS -&gt; OCB</b>	0,130	0,130	0,065	2,014	<b>0,044</b>
<b>TL -&gt; JS</b>	0,564	0,566	0,063	8,932	<b>0,000</b>
<b>TL -&gt; OCB</b>	0,139	0,139	0,056	2,462	<b>0,014</b>

### Confirmatory Factor Analysis

The CFA can be considered valid if it fulfills the good criterion, which is that the load factor must be  $>0.40$  and have a sample size of around 200-249 (Hair, 2010).

**Table 2.** Outer Loadings

Variable	Dimension	Indicator	Loading Factor Value	Result
Organizational Citizenship Behavior	Altruism	ALT1	0,864	Valid
		ALT2	<b>0,873</b>	Valid
	Courtesy	CR1	<b>0,566</b>	Valid
		CR2	0,569	Valid
	Civic Virtue	CV1	0,651	Valid
		CV2	0,681	Valid

Compensation and Benefit	Allowance	ALW1	0,535	Valid
		ALW2	0,521	Valid
		ALW3	<b>0,513</b>	Valid
	External Compensation	EC1	<b>0,869</b>	Valid
		EC2	0,826	Valid
	Work-life Balance	WLB1	0,837	Valid
WLB2		0,859	Valid	
Job Satisfaction	Career Development Opportunities	CDO1	0,773	Valid
		CDO2	0,669	Valid
	Relationship with Coworkers	RC1	0,625	Valid
		RC2	<b>0,612</b>	Valid
	Relationship with Supervisor	RIS1	0,758	Valid
		RIS2	<b>0,796</b>	Valid
Transformational Leadership	Idealized Influence	IDI1	<b>0,608</b>	Valid
		IDI2	0,743	Valid
		IDI3	<b>0,821</b>	Valid
	Inspirational Motivation	IM1	0,654	Valid
		IM2	0,761	Valid
	Intellectual Stimulation	IS1	0,676	Valid
IS2		0,726	Valid	

The Table 2 above confirms that each indicator is valid. In OCB, the highest loading factor value is 0.873 in the altruism dimension (**ALT2**), while the smallest loading factor value is 0.566 in the courtesy dimension (**CR1**). EC1 in the external compensation dimension is the highest number on the compensation and benefit variable, with 0.869 in the loading factor value. **ALW3** in allowance dimension is the smallest number with 0.513 in loading factor value. For job satisfaction, the highest number in loading factor value is **RIS2** in the relationship with supervisor dimension with 0.796, while the smallest loading factor value is in the relationship with coworkers dimension (**RC2**) with 0.612. The last one, transformational leadership, has the most significant and most negligible loading factor value in the same dimension, idealized influence. The highest number is in the **IDI3** with 0.821, and the smallest is in the **IDI1** with 0.608.

### Validity Test And Reliability Test

In this validity test, the average variance extracted (AVE) is recommended to have a value >0.5. In the Table 3 below, it can be concluded that all variables have an AVE value of more than 0.5. The minimum value for AVE is from job satisfaction with 0.503.

**Table 3. Average Variance Extracted (AVE)**

	Average Variance Extracted (AVE)
<b>CB</b>	<b>0,528</b>
<b>JS</b>	<b>0,503</b>
<b>OCB</b>	<b>0,507</b>
<b>TL</b>	<b>0,512</b>

The reliability test is considered satisfactory if the score is >0.7. From Table 4 below, we can see that all values are greater than 0.8, so all the variables meet the requirements. The lowest is in job satisfaction and OCB with 0.857.

**Table 4. Reliability**

	Composite Reliability
CB	0,882
JS	0,857
OCB	0,857
TL	0,879

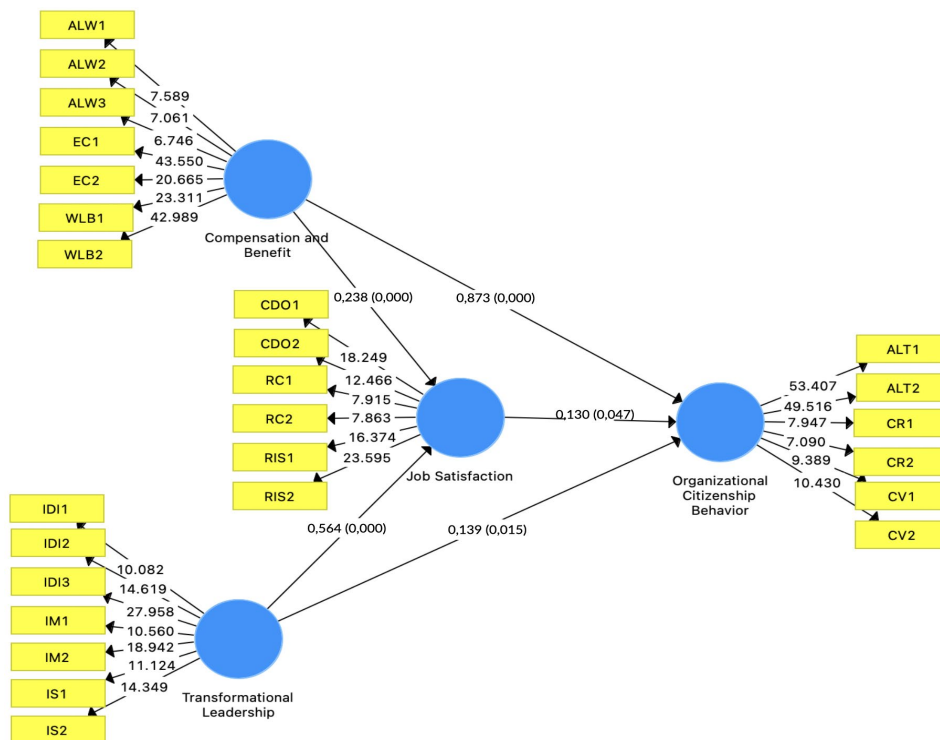
The Cronbach's Alpha can support the reliability test if the result is >0.6. The Table 5 below shows each variable is greater than 0.6, so it meets the requirement. The smallest is on job satisfaction with 0.801.

**Table 5. Cronbach's Alpha**

	Cronbach's Alpha
CB	0,841
JS	0,801
OCB	0,813
TL	0,840

## 4.2 Graphical Results

### 4.2.1 SEM Model



**Figure 2. SEM Analysis Result**

Based on the table above, the parameter from CB to JS is 0.238. Second, the size of the parameter from CB to OCB is 0.873. Third, the parameter from JS to OCB is 0.130. Next is, the magnitude of the parameter coefficients from TL to JS is 0.564. The last one is TL to OCB, with the size of the parameter factor being 0.139.

**Table 6. Model Fit**

	<b>Saturated Model</b>	<b>Estimated Model</b>
<b>SRMR</b>	0,135	0,135
<b>d<sub>ULS</sub></b>	6,429	6,429
<b>d<sub>G</sub></b>	4,167	4,167
<b>Chi-Square</b>	2906,288	2906,288
<b>NFI</b>	0,437	0,437

According to Hu and Bentler (1999), accept the fit model if  $<1.0$ . In the table above, we can see that SRMR is 0.135. Therefore, this fit model is accepted. The value of chi-square is 2906.288. In addition, we can conclude the NFI shows a good match if  $NFI > 0.95$  (Hu and Bentler, 1999). The table shows the value of NFI is 0.437, so it can be concluded that the NFI here is weak.(Table 6)

## 5. Discussion

In this study, the results of the analysis support H1, where salary, compensation, and work balance are considered to affect the job satisfaction of interns. The results of previous research by Neog and Barua (2014) stated that compensation is one factor that affects employee job satisfaction. Mehrez and Bakri (2019) study and Ashraf (2020) also mention that compensation and benefits affect job satisfaction.

The results of this study H2 are accepted. Compensation and benefit is considered to have a positive effect on OCB. Compensation and benefits can increase the morale of the interns, which has an impact on the OCB level of the company. Ardiansyah et al. (2020) and Fitrianasari et al. (2022), in their research, stated that there was a significant influence between compensation and OCB. A previous study by Indriyani (2017) also said that benefits had a substantial effect on OCB.

This study also supports H3. The level of job satisfaction is considered to be able to affect OCB. Supported by previous research, Fitrio et al. (2019) stated that job satisfaction positively affects organizational citizenship behavior.

Based on the study results, H4 indicates that the hypothesis is accepted. With leaders who implement the transformational leadership style, the workers will be able to achieve high satisfaction with their work. In line with previous research by Abouraia and Othman (2017), and Ashgar and Oino (2017) state the same thing, namely, transformational leadership has a significant effect on job satisfaction.

On H5 shows the results of the analysis are accepted. Transformational leadership style is positively related to OCB. In line with the research of Majeed et al. (2017), Tian et al. (2020), and Asgari et al. (2020), which state that transformational leadership style has a positive influence on OCB.

## 6. Conclusion

The analysis results show that compensation and benefits have a positive and significant effect on the job satisfaction of interns. An increase in the compensation and benefits of an intern can affect the level of job satisfaction of the intern. Transformational leadership has a positive and significant effect on job satisfaction. It shows that the company's transformative leadership style can meet the needs of its interns and create job satisfaction. Job satisfaction has a significant influence on organizational citizenship behavior. It shows that employee satisfaction automatically affects their citizenship behavior in an organization or company.

In addition, it was found that compensation and benefits and the company's transformational leadership had a significant effect on increasing the OCB of the intern. The findings of this study reveal that job satisfaction has an essential role in mediating the relationship between compensation and benefits and transformational leadership on organizational citizenship behavior. The high compensation and benefits received by interns and the company's transformational leadership style can make interns satisfied and act more or provide extra behavior to support the



achievement of the goals of the company/organization. Where they work, the role of job satisfaction as mediation in this study is considered necessary. Therefore, the company needs to pay attention to several aspects such as transformational leadership, and compensation and benefit to increase job satisfaction as said in this paper and supported journals. Also, to achieve more job satisfaction, the company could implement transformational leadership as it will motivate interns, and fulfill intern needs by giving inspirational motivation, idealized influence, and intellectual stimulation.

The results of this study will have a positive impact on the sustainability of the internship program in a company. The results of this survey highlight the need for continuous and adaptive research to identify new phenomena related to the OCB of an intern. In this study, we will look at what influences OCB, such as compensation and benefits, transformational leadership, job satisfaction, and how the variables are related. We will highlight and consider the limitations of this study. The results of this survey should be interpreted with caution as it only focuses on a study of a total of 211 respondents who had internship experience in a company located in Bandung and surrounding Jakarta. We encourage you to consider this research in the future, such as by expanding the scope of respondents or by looking for other more effective alternative ways.

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