

The Effect of Work Motivation, Work Discipline and Compensation on Organizational Citizenship Behavior (Case Study at BhayangkaraBondowoso Hospital)

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ABSTRACT: BhayangkaraBondowoso Hospital is a health facility that provides health services for residents of Bondowoso and its surroundings. BhayangkaraBondowoso Hospital has a strong role in efforts to improve Bondowoso public health. This study aims to determine the effect of *work motivation, work discipline and compensation* on *Organizational Citizenship Behavior* (Case Study at BhayangkaraBondowoso Hospital). This research is a quantitative descriptive. The analytical method used by the researcher is multiple linear regression analysis, classical assumption test (multicollinearity test, heteroscedasticity test, and normality test). Data collection techniques by conducting observations, questionnaires and direct interviews with respondents. The sample used in this study was 162 of the 270 population who were employees of the BhayangkaraBondowoso Hospital. This study uses the independent variables of *work motivation, work discipline and compensation* and the dependent variable *Organizational Citizenship Behavior*. The results of this study indicate that *work motivation, work discipline and compensation* have a simultaneous effect on *Organizational Citizenship Behavior*. *Work motivation, work discipline and compensation* partially have a significant effect on *Organizational Citizenship Behavior*.

KEYWORDS: *work motivation, work discipline and compensation and organizational citizenship behavior*

I. INTRODUCTION

The health industry must be prepared to face the era of health disruption 4.0. Advances in digital technology in the Industry 4.0 era are very influential in the health sector. Various challenges regarding big data, data security, regulations and human resources arise in digital transformation systems. Hospitals must find effective solutions to address the various challenges that exist. So that hospitals are ready to participate in the provision of comprehensive health services in the era of globalization. (<https://persi.or.id>, 2020)

Industrial Revolution 4.0 has made business competition even tougher. Coupled with the COVID-19 pandemic since early 2020. The Industrial Revolution made all businesses struggle very hard to compete and develop themselves. Including the hospital business. Hospitals are a very important part of a health care system. In the health service network, the hospital is the main node that functions as a referral. Hospitals are labor-intensive, capital-intensive, technology-intensive, and skill-intensive organizations (Soedarmo, 2000).

Seeing the current global situation, health facilities must be active to continue providing health services. To maintain public trust in the hospital. The hope is that after the Covid-19 pandemic is over, people will continue to trust health facilities. One of them went to the BhayangkaraBondowoso Hospital, which is a hospital in Bondowoso, apart from the regional general hospital, Dr. Koesnadi.

Apart from being active in promoting and publishing to the public, hospitals, including the Bhayangkara Hospital, also strengthen their internal affairs, especially their human resources (HR). Among others from Work Motivation, Work Discipline and providing compensation to employees so that service is maintained.

According to Pamela & Oloko (2015) motivation is the key for an organization to maintain continuity of work in various ways and strong assistance to survive. Motivation is providing the right guidance or direction, resources and rewards to get them inspired and interested in working the way you want.

Meanwhile, according to Chukwuma & Obiefuna (2014), motivation is the process of arousing behavior, maintaining behavioral progress, and channeling specific behavioral actions. Thus, motives (needs, desires) encourage employees to act. Motivation is a process that starts with a need in humans that creates a void in a person.

Strong motivation will encourage employees to be more disciplined at work. High work discipline will improve the performance of organizations or companies, in this case health facilities such as hospitals.

Discipline is the attitude, behavior and actions that are in accordance with the rules of the organization or company, both written and unwritten. The regulations referred to include absenteeism, slow entry, and early return of employees. Many define discipline as when employees always come and go home on time. That opinion is only one demanded by the organization. Therefore, discipline can be interpreted as behavior that is written or not written (Hasibuan, 2012).

Strong work discipline is driven by the provision of proper compensation to its employees. Compensation is something employees receive as remuneration for their achievements in carrying out their duties (Kadar Nurjaman, 2014: 179). Every company must be fair in providing compensation in accordance with the workload received by employees.

Compensation given to employees is not only in the form of money, but can be in the form of goods and services. Compensation is given to every employee who has worked in a company as a reciprocal for the work done by the employee. The level of compensation given can affect employee performance in increasing productivity.

Organizational Citizenship Behavior (OCB) is part of the science of organizational behavior, OCB is a form of work behavior that is usually not seen or taken into account. There are two approaches to the OCB concept, namely OCB is an extra role performance that is separate from in-role performance or performance that fits the job description. The second approach is to view OCB from political principles or philosophy. This approach identifies the behavior of organizational members with citizenship behavior. The existence of OCB is the impact of individual beliefs and perceptions in the organization on the fulfillment of psychological agreements and contracts. This behavior arises because of individual feelings as members of the organization who have a sense of satisfaction when they can do something more for the organization (Saleem and Amin, 2013).

Based on the description above, the researcher wants to conduct more in-depth research with the title Effects of Work Motivation, Work Discipline and Compensation on *Organizational Citizenship Behavior* (Case Study at BhayangkaraBondowoso Hospital).

II. HYPOTHESIS

In accordance with the conceptual framework, the main issues and research objectives that have been stated above, the research hypothesis can be formulated as follows:

1. Based on the research of S Merry Ristiana M (2013), Dini Fitrianasari (2012), Lydia LumbanTobing(2015) and Danis Lia Mayasari (2012), Asmaryadi, Syahrir, Pasinringi, Saleh and Mallong (2020) that motivation has a significant partial effect towards *Organizational Citizenship Behavior*. Then based on the research hypothesis is: H1 .1 : Work motivation has a significant partial effect on *Organizational Citizenship Behavior* at BhayangkaraBondowoso Hospital .

2. Based on the research of S Merry Ristiana M (2013) , Dini Fitrianasari (2012) , Lydia LumbanTobing(2015) and Danis Lia Mayasari (2012) work discipline has a significant partial effect on *Organizational Citizenship Behavior*. So based on the research hypothesis is: H1.2 :work discipline has a partial effect on *Organizational Citizenship Behavior* at BhayangkaraBondowoso Hospital .

3. Based on the research of S Merry Ristiana M (2013) ,Dini Fitrianasari (2012) , Lydia LumbanTobing(2015) and Danis Lia Mayasari (2012) compensation has a significant partial effect on *Organizational Citizenship Behavior*. Then based on the research hypothesis is: H1 .3 : Compensation has a partial effect on *Organizational Citizenship Behavior* at BhayangkaraBondowoso Hospital .

4. Based on Merry Ristiana M (2013) ,Dini Fitrianasari (2012) , Lydia LumbanTobing(2015) and Danis Lia Mayasari (2012) that motivation, work discipline and compensation simultaneously influence *Organizational Citizenship Behavior*. So based on the research hypothesis is: H2: work motivation, work discipline and compensation have a simultaneous effect on *Organizational Citizenship Behavior* at BhayangkaraBondowoso Hospital.

5. Based on S Merry Ristiana M (2013) ,Dini Fitrianasari (2012) , Lydia LumbanTobing(2015) and Danis Lia Mayasari (2012) that compensation is the most dominant variable on *Organizational Citizenship Behavior* . So based on the h i research hypothesis are: H 3 : Compensation is the most dominant variable on *Organizational Citizenship Behavior* at BhayangkaraBondowoso Hospital .

III. METHODS

The researcher conducted the research at Bhayangkara Bondowoso Hospital, which is located at Jl. Jenderal POLICE S. Judhodiharjo No. 12, Village of Kulon City, Bondowoso Regency. The research was conducted in July 2022 with respondents from Bhayangkara Bondowoso Hospital.

According to Sugiyono (2011: 80) population is a generational area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher. In this study, the population was all employees of the Bhayangkara Bondowoso Hospital, totaling 270 people .

In this study, researchers used a sampling system:**Slovin Sample Formula**

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = Number of samples
 N = total population
 e = tolerable margin of error

From the calculation of the formula, the required sample can be obtained, namely:

$$n = \frac{N}{1 + Ne^2}$$

$$Sampel = \frac{270}{1 + 270 \times 5\%^2}$$

$$Sampel = \frac{270}{1 + 270 \times 0,05^2}$$

$$Sampel = \frac{270}{1 + 270 \times 0,0025}$$

$$Sampel = \frac{270}{1 + 0,675}$$

$$Sampel = \frac{270}{1,675}$$

Sample = 161.194, rounded up to 162

So based on the above formula, a sample taken of at least 161.194 respondents was finally selected 162 Bhayangkara hospital employees to be the respondents.

This research uses random sampling method . According to Sugiyono (2009), the random sampling technique is a sampling technique from members of the population which is carried out randomly without regard to background such as strata in that population.

IV. DATA ANALYSIS METHOD

The choice of data analysis depends on the research objectives. For research purposes, namely to measure the influence of organizational culture factors and the overall work environment on teacher performance and to measure the influence individually (organizational culture and work environment) on employee performance, the following analysis is used:

A. Instrument Test

Data testing is expected to improve the quality of the data to be processed and analyzed. The initial stage is to check whether all the desired data has been filled in or there are some blanks (not filled in). In this study it is not expected that empty data will occur so that if there is, the respondent's data cannot be used.

1. Validity Test

The validity of the instrument (measuring instrument) is a measure of the extent to which the accuracy and accuracy of a measuring instrument performs its measuring function (Azwar, 1995). A measuring instrument that has high validity will have a small error variance so that the data collected is reliable data. Testing the validity of using *homogeneity test items* , which is done by correlating the scores obtained on each statement item with the total score. This total score is the value obtained from the sum of all statement scores.

The technique used in finding item validity is the product moment correlation technique from Karl Pearson which is based on calculations with rough numbers as they are (Hadi, 1991). The total part correlation figure obtained must be compared with the critical value of the r product moment value. In this study used a significance level of 5% (0.05). This is so that the correlation value obtained is known to be significant or not.

Determining whether or not an item statement is valid is determined by the magnitude of the coefficient and the direction of the correlation (Umar, 2000). If the correlation coefficient obtained is greater than the correlation table value, then the item is declared valid. Conversely, if the correlation value obtained is smaller than the correlation table, then the item is declared invalid. Testing the validity of this study using the help of the SPSS version 22 package .

2. Reliability Test

Reliability is an indication of the extent to which a measuring instrument (instrument) can be trusted or relied upon. In other words , the extent to which the measuring instrument can provide results that are relatively the same if repeated measurements are made (Umar, 2000).

From valid items, item reliability tests were carried out, which aimed to test the internal stability of statement items in disclosing indicators. Calculation of the reliability of the items in this study used the Alpha technique from Cronbach. The data collection tool was declared reliable if it had a reliability coefficient (r alpha) that was positive and the value was greater than the r table value or the r product moment value (Santoso, 2001).

The alpha technique is used because it is suitable for testing the reliability of instruments where each item has more than one alternative answer, where there is no right or wrong answer. Therefore this technique is widely used to measure attitudes, beliefs, etc. (Hadjar, 1996).

According to Ghozali (2005), the value used to assess the acceptable level of reliability is 0.60, if the study is exploratory then a value below 0.60 can still be accepted if it is accompanied by empirical reasons seen in the exploration process.

A. Classic assumption test

This evaluation is intended to determine whether the use of multiple linear regression models (Multiple Regression Linear) in analyzing has met the classical assumptions. Multiple linear regression models will be more appropriate to use and produce more accurate calculations, if the following assumptions can be met.

1. Normality test

The purpose of normality is to find out whether in regression, the *dependent* variable and the *independent variable* or both have normal data distribution or close to normal data (Santoso, 2004).

The basic spread of the normality test is:

- a. If the data spreads around the diagonal line and follows the direction of the diagonal line, then the existing regression model meets normality.
- b. If the data spreads away from the diagonal line and does not follow the direction of the diagonal line, the existing regression model does not meet the normality assumption.

2. Multicollinearity

Tests on multicollinearity were carried out in order to find out whether the independent variables were not correlated with each other or whether there was a linear relationship between the independent variables in the regression model used. One way to detect multicollinearity is to use the Person correlation test. If the correlation coefficient is significant, then this means that multicollinearity occurs in the independent variables.

Tests on multicollinearity according to Mursinto (1990) were carried out to find out whether the independent variables were not correlated with each other. Sumodiningrat (1994) stated a linear relationship between the independent variables in a multiple linear regression model. This analysis needs to be done because if this happens, it will be difficult to know which independent variables affect the dependent variables.

A simple diagnosis of the presence of multicollinearity in the regression model is as follows:

1. Through t_{count} R^2 and F_{ratio} if R^2 is high (0.7 – 1), F_{ratio} value is high, whereas most or determines the coefficients of all regression coefficients are not significant (t_{count} value is very low), then there may be multicollinearity in that mode.
2. Determine the correlation coefficient between independent variables and other dependent variables. If the two variables are high between the independent variables or the signs of the correlation coefficient of the independent variables are different from the signs of the regression coefficients, then there is multicollinearity in the regression model.
3. Whether or not multicollinearity exists between independent variables can be determined by looking at the Variance Inflation Factor (VIF) value, where according to Hiner and Duoglas (1991), it is said that a data has multicollinearity if its VIF value is greater than 4, or close to 1.

3. Heteroscedasticity

The heteroscedasticity multiple regression assumption test aims to test whether in a regression model there is an inequality of variance from the residuals in one observation to another. If the variance of the residual from one observation to another observation remains, then it is called non-heteroscedasticity, and if the variance is different, it is called heteroscedasticity. A good regression model is that there is no heteroscedasticity.

Symptoms of heteroscedasticity occur as a result of the dissimilarity of the data or the variation of the data studied. One way to detect the possibility of these symptoms occurring is by testing techniques with the t test. If the calculated t value is smaller than the t table, it means that heteroscedasticity does not occur. On the other hand, if the t count is greater than the t table, it means that heteroscedasticity occurs. Detection of the presence or absence of heteroscedasticity can also be done by looking at the presence or absence of certain patterns on the scatterplot or a diagram where the X axis is the predicted Y and the X residual axis (prediction Y - or a diagram where the X axis is the predicted Y and the X residual axis (Y prediction) - Y actually) who have been studied.

The basis for decision making based on the scatterplot diagram above is as follows:

1. If there is a certain pattern, such as the existing dots forming a regular pattern (wavy, widened then narrowed), then heteroscedasticity has occurred.
2. If there is no specific pattern, such as the dots spreading above and below the number 0 on the Y axis, then heteroscedasticity does not occur.

B. Multiple Linear Regression Analysis Test

Multiple linear regression analysis is a statistical method used to determine the possible form of influence between variables. In this study the regression analysis used is multiple linear regression method with transformed data, which serves to determine the accuracy of predictions whether there is a strong influence between work organizational culture and the environment work (independent variable) with teacher performance (dependent variable) and whether there is an individual influence between each variable of organizational culture and work environment on teacher performance.

Multiple linear regression analysis is used to determine the effect of the independent variable on the dependent variable. The analysis used by the researcher in this study is multiple regression analysis. as a predictor factor manipulated (up and down the value). So that multiple regression analysis will be carried out if the number of independent variables is at least two (Sugiyono, 2012).

The equation of this multiple regression is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information:

Y	= Organizational Citizenship Behavior
a	= Constant
b	= Coefficient of Multiple Linear Regression
X1	= Work Motivation
X2	= Work Discipline
X3	= Compensation
e	= Errors

C. Hypothesis testing

1. F Test (Simultaneous Test)

The F test is used to test the independent variables on the dependent variable together. F test can be done with the formula:

$$F = \frac{R^2 / k - 1}{(1 - R)^2 / (n - k)}$$

Information

K = number of independent variables

N = number of samples

R² = coefficient of determination

Source: Supranto, 2012

The next step is to look at the F Table at a significant level of 0.05 and degrees of freedom (df) of (k, n – k). if F count > F table, it is said that there is a significant influence of the independent variables together on the dependent variable. Conversely, if F count < F table, then there is no jointly significant effect of the independent variables on the dependent variable. The F test is used to determine the effect of the independent variables jointly (simultaneously) on the dependent variable. Significant means that the relationship that occurs can apply to the population. The use of increasing significance in the F test varies, namely 0.01 (1%) ; 0.05 (5%) ; and 0.10 (10%). If the probability value is < 0.05, it can be said that the independent variable has a jointly significant effect on the dependent variable. However, if the significance value is > 0.05, then there is no jointly significant effect between the independent variables on the dependent variable.

2. t Test (Partial Test)

To determine the effect of each independent variable on the dependent variable, the t test is used. The calculated t value can be obtained using the formula (Firdaus, 2019):

$$t = \frac{b_1}{S b_1}$$

Information :

B₁ = regression coefficient for variable I

b₁ = standard deviation of the regression coefficient of variable I

Source: Supranto, 2012

The next step is to look at Table t with a significant level of (α) of 0.05 with df ($n - k - 1$). If $t_{count} < t_{table}(\alpha, n - k - 1)$ then there is no significant positive effect of each independent variable partially on the dependent variable.

The t test is used to determine the effect of each of the independent variables on the dependent variation. The criteria for the t test value with a significance level of 5% are as follows:

1. If $|t_{count}| > t_{table}$, then the hypothesis is accepted
2. If $|t_{count}| < t_{table}$, then the hypothesis is rejected

D. Coefficient of Determination

The coefficient of determination (R^2) is used to measure the magnitude of the contribution of several independent variables to the variation in the decrease in the dependent variable. This is usually expressed as a percentage.

It can be explained that the closer a data is to the regression line, the more suitable the regression model is made. Or in other words, the smaller the deviation, the residual error of the regression. For that purpose the coefficient of determination or R^2 is a summary that tells how well the regression fits the data. The coefficient of determination can be calculated by the formula:

$$R^2 = 1 - \frac{\sum e_i^2 / (n - k)}{\sum y^2 / (n - 1)}$$

Information :

- e_i = residual component or error term
- n = number of samples
- k = number of independent variables
- Y^2 = $(Y_i - \bar{Y}_i)^2$
- Y_i = value of variable Y to i

V. RESULTS

Description of the respondent's identity, in this study BhayangkaraBondowoso hospital employees, to describe the background of the respondents in this study. You do this by grouping respondents based on their profile. Respondents are described by gender, age, education level, occupation. Respondent criteria are one of the data sources in this study. How to find data is done by distributing questionnaires to BhayangkaraBondowoso hospital employees who are samples in this quantitative study. In this study the number of respondents who were Bhayangkara Hospital employees received a research questionnaire. The number of samples in this study were 163 employees of the BhayangkaraBondowoso Hospital.

1. Validation and Reability Test Analysis

Based on the validation test, it can be seen that each indicator used has a calculated r value greater than 0.30, this means that the indicators used in this research variable are feasible or valid to be used as data collectors. The test results also show that each variable has a *Cronbach Alpha value* greater than 0.60. So it can be concluded that all the variables used in this study are reliable.

2. Classic assumption test

a. Normality Test

The normality test is a test to determine normality and aims to test whether the dependent variable and independent variable both have a normal distribution or not. The normality test can be seen in that the first and second paths of the data spread around the diagonal line and follow the direction of the diagonal line, so that the regression model meets the normality assumption.

b. Multicollinearity Test

Based on the results of *statistical collinearity analysis*, it is known that multicollinearity does not occur in the model. This can be seen in the attachment, the VIF value of each variable is less than 10. **c. Test**

c. Heteroscedasticity

From the graph it can be seen that the points spread randomly, do not form a clear pattern, and are spread both above and below the number 0 (zero) on the Y axis, this means that there is no deviation from the classical assumption of heteroscedasticity in the regression model used. made, in other words accept the homoscedasticity hypothesis.

A. Variable Description

1. Description of Work Motivation Variables

Suwanto(2020) refers to McClelland explaining that work motivation is " A set of forces both from **within** and from outside a person that encourages people to start **working behavior** according to a certain format, direction, intensity and period of time"

Miftahun&Sugiyanto (2010) refer to Steers &Porter stating work motivation is an effort that can generate a behavior, direct behavior, and maintain or maintain behavior that is appropriate to the work environment in the organization. Work motivation is a basic human need and as an incentive that is expected to fulfill the desired basic needs, so that if the need exists it will result in the success of an activity. Employees who have high work motivation will try to get their work done as well as possible.

In this study, employees of the Bhayangkara Hospital in Bondowoso Regency had high work motivation. Based on the questionnaires distributed by the researcher, it was shown that each employee wanted to achieve at work. Employees also have a responsibility towards their duties. The average employee also likes challenges in working at the BhayangkaraBondowoso hospital.

2. Description of Respondent's Work Discipline Variables

Rivai (2019) explains that work discipline is a tool used by managers to communicate with employees in order to create awareness efforts and something that helps all applicable company regulations and social norms .Hasibuan (2018) explains that discipline is a person's awareness and willingness to face all applicable business and social norms . Discipline that reflects a person's sense of responsibility towards the tasks assigned to him. This fosters morale, enthusiasm for work, and achievement of goals for the company, employees, and society.

In this study, employees of the Bhayangkara Hospital in Bondowoso Regency had a fairly high work discipline. Based on the questionnaires distributed by the researchers, it was shown that Bhayangkara hospital employees were disciplined in carrying out their duties. The employees come to the office on time. Employees always comply with hospital regulations and employees obey rules of conduct, both written and unwritten.

3. Description of Respondents' Compensation Variables

According to Hasibuan (2017: 119), compensation is any income in the form of money or goods received by employees directly or indirectly in return for services provided to the company. Establishing an effective compensation system is an important part of human resource management, as it helps attract and retain talented employees. In addition, the company's compensation system also affects strategic performance. According to Marwansyah (2016: 269), remuneration is a reward or reward, either directly or indirectly, financially or non-financially that is fair and appropriate to employees as a reward or contribution/service to achieve company goals. .

Based on the questionnaires distributed by the researchers, it was shown that Bhayangkara hospital employees had received good compensation in carrying out their duties. The employees have received their salary regularly and on time. Hospital employees who work beyond the standard receive a bonus. The hospital also provides benefits in accordance with existing regulations.

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B. Multiple Linear Regression Analysis

1. Multiple Linear Regression

Linear Regression Analysis is needed to determine the direction of the relationship between the independent variable and the dependent variable with interval or ratio scale data. Arifin (2017) explains that multiple regression has one dependent variable and two or more independent variables. Multiple Linear Regression is used to predict the magnitude of the relationship between the independent variables (X) consisting of Work Motivation (X1), Work Discipline (X2), and Compensation (X3) with the dependent variable OCB (Y).

Table 1. Multiple Linear Tests

Model	Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	std. Error	Betas			tolerance	VIF
(Constant)	,949	1,494		,635	,526		
1 X1	,517	,119	,307	4,336	,000	,564	1,774
X2	,433	,082	,372	5,303	,000	,573	1,744
X3	,455	,106	,246	4,303	,000	,863	1.158

a. Dependent Variable: Y

In this multiple linear regression test, the researcher uses *standardized* regression coefficients, and from the calculations the equation data is obtained as follows:

$$Y = -0.949 + 0.517 X_1 + 0.433 X_2 + 0.455 X_3$$

From the above equation data can be analyzed as follows:

1. Constant value of -0.949.
negative constant value of 0.949 indicates that if there are no variables of *Work Motivation* (X1), *Work Discipline* (X2), *Compensation* (X3) then employees do not do *OCB*
2. The Coefficient of *Work Motivation* (X1) is 0.517
The coefficient value of *Work Motivation* (X1) has a positive value of 0.517 indicating that if the *Work Motivation* variable decreases by 1 unit, then *OCB* will increase assuming *Work Discipline* and *Compensation* remain constant.
3. The Coefficient of *Work Discipline* (X2) is 0.433
The coefficient value of *Work Discipline* (X2) has a positive value of 0.433 indicating that if the *Work Discipline* variable increases by 1 unit, then *OCB* will increase with *Work Motivation* and *Compensation* fixed.
4. *Compensation* Coefficient (X3) is 0.455
The coefficient of *Compensation* (X3) has a positive value of 0.455 indicating that if the *Compensation* variable increases by 1 unit, then *OCB* will increase assuming *Work Motivation* and *Work Discipline* remain constant.

2. Coefficient of Determination

Meanwhile, multiple determination (R^2) is used to determine the magnitude of the contribution of the overall independent variable (X) to the dependent variable (Y), while the rest is influenced by other variables outside the study.

Table 2. Results of the Analysis of the Coefficient of Determination (R^2)

Summary model_b

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,743 ^a	,551	,543	1.39180

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Table 3. Criteria for the Level of Correlation and the Strength of the Relationship

Correlation Value (R)	Relationship Level
0.00 – 0.199	Very weak
0.20 – 0.399	Weak
0.40 – 0.599	Enough
0.60 – 0.799	Strong
0.80 – 1.000	Very strong

Source: Siregar, 2014; Firdaus, 2019

So it can be concluded that the R value of 0.743 indicates a correlation value with a strong relationship between the independent variables *Work Motivation* (X1), *Work Discipline* (X2), *Compensation* (X3) to the dependent variable *OCB* (Y). Furthermore, the value of the coefficient of determination (adjusted R square) shows a result of 0.543 or 54.3%, which means that this value explains that the percentage contribution to the influence of the independent variables *Work Motivation*, *Work Discipline*, *Compensation* on the dependent variable *OCB* used in this study is 54.3% while the remaining 35.7% is influenced by other variables not discussed in this research.

3. F test analysis results

Testing with the F test is used to determine the extent of the simultaneous influence of the independent variables on the dependent variable. The F statistical test was used by the researcher to show that all independent variables were included in the model which had a joint effect on the dependent variable (Ghozali, 2018). Namely the simultaneous effect of the independent variables *Work Motivation*, *Work Discipline*, *Compensation* for the dependent variable *OCB*. The results of testing the hypothesis using the F test are shown in the table:

Table 4.F test analysis results

Model	Sum of Squares	df	MeanSquare	F	Sig.
1 Regression	378,503	3	126,168	65,132	,000 ^b
Residual	308,000	159	1,937		
Total	686,503	163			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

From table 4.it is known that R is 0.743, F count is 65.132 and F table is 2.66 . Then it is known that $F_{count} > F_{table}$; $65.132 > 2.66$. This means that **the hypothesis is accepted** . So simultaneously there is the influence of variable X which consists of Work Motivation, Work Discipline, and Compensation on variable Y (OCB). The amount of influence is or 54.3 % .While the remaining 35.7 % is influenced by other variables outside this study.

4. Results of Test Analysis t

Testing with the t test is used to determine the extent of the partial influence of the independent variables on the dependent variable. The t statistical test was carried out to determine the effect of each independent variable on the dependent variable (Ghozali, 2018). This test is carried out with the criteria that if the significance value is < 0.05 then the hypothesis is accepted and if the significance value is > 0.05 then the hypothesis is rejected . Based on the T test it will be known the simultaneous effect of the independent variables on *Work Motivation* , *Work Discipline* , and *Compensation* on the dependent variable *OCB*.

Table 5.Results of Analysis Test t

Model	Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	std. Error	Betas			tolerance	VIF
1 (Constant)	,949	1,494		,635	,526		
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X3	,455	,106	,246	4,303	,000	,863	1.158

a. Dependent Variable: Y

From the table above, it can be seen the magnitude of the influence of each variable X on variable Y. In order to determine the magnitude of the influence of each variable X on variable Y, the following formula is used

a .If $|t_{count}| > t_{table}$, then H_0 is rejected and H_1 is accepted, meaning that there is a significant influence.

b .If $|t_{count}| < t_{table}$, then H_0 is accepted and H_1 is rejected, meaning that there is no significant effect.

Based on table 5, the results of the t test for each variable X are as follows:

1. Work motivation variable (X1).

$T_{count} > T_{table}$; $4.336 > 1.975$, then H_0 is rejected and H_1 is accepted. This means that the variable Work Motivation (X1) affects OCB (Y).

2. Work Discipline Variable (X2).

$T_{count} > T_{table}$; $5.303 > 1.975$, then H_0 is rejected and H_1 is accepted. This means that the variable Work Discipline (X2) affects OCB (Y).

3. Compensating Variable (X3).

$T_{count} > T_{table}$; $4.303 > 1.975$, then H_0 is rejected and H_1 is accepted. This means that the compensation variable (X3) has a significant influence on OCB electability (Y).

From the results of the analysis above, the hypotheses that have been set can be explained as follows:

1. Work motivation variable (X1), work discipline variable (X2), and compensation (X3) partially have an influence on OCB (Y). **Thus, the hypothesis can be accepted.**
2. Work Motivation (X1), Work Discipline (X2), and Compensation (X3) variables together have an influence on OCB electability at BhayangkaraBondowoso Hospital. **Thus, the hypothesis can be accepted .**
3. While the Work Discipline variable (X2) turns out to have a dominant influence on OCB (Y). **Thus, the hypothesis can be accepted.**

VI. DISCUSSION

This discussion is carried out in an effort to provide an explanation of the results of the study, especially regarding the influence of variable X on Y.

1. Work Motivation Variable (X1) to OCB Y

Work motivation according to McClelland which is translated by Suwanto (2020: 161) is "a set of forces both from **within** and from outside a person who encourages someone to start **working behavior** according to a certain format, direction, intensity and period of time.

Hafidzi et al (2019: 52) state that motivation is the provision of driving force that creates enthusiasm for one's work so that they are able to work together, work effectively, and have integrity with all their efforts to achieve satisfaction. Motivation is something that is the main thing that encourages someone to work. According to Sedarmayanti (2017, p.154) motivation is the force that drives a person to take an action or not which is essentially positive or negative internally and externally, work motivation is something that gives rise to encouragement/enthusiasm for work/enthusiasm for work.

Work motivation to be important has been scientifically proven by various studies. Previous research conducted by Danis Lia Mayasari (2012) showed thatthat MotivationWork and Work Loyalty have a partial effect on Organizational Citizenship Behavior (OCB).

The results of this study are also in line with several theories of work motivation, including the Hawthorn Effect Theory that Bhayangkara hospital employees have their own work motivation both in work groups as shown by the attitude of employees at work. Bhayangkara hospital employees have a need for appreciation as human beings. This has a strong role in increasing employee motivation and work productivity. As a form of work motivation at Bhayangkara Bondowoso Hospital, among others, supporting education and training activities for employees to improve skills and knowledge in each field. The results of the study are also in accordance with Maslow's theory, which confirms that Bhayangkara hospital employees have a strong drive to fulfill physiological needs, the need for security. social needs , self -esteem needs and the need for self-actualization.

The results of this study are in line with previous research conducted by DanisLiaMayasari (2012) which stated that work motivation has a significant effect on Organizational Citizenship Behavior (OCB). Also in line with research conducted by Asmayardi, Syahrir, Pasinringi, Saleh and Mallong (2020).

Employees of the Bhayangkara Hospital in Bondowoso Regency who were respondents stated that they liked challenges at work, had responsibility for the tasks they carried out and had a strong drive to achieve achievements so as to be able to build Organizational Citizenship Behavior (OCB).

2. Work Discipline Variable (X2) Against OCB Variable (Y)

Work discipline on employees is needed, because what is the company's goals will be difficult to achieve if there is no work discipline. With good work discipline, it means that useful benefits will also be achieved, both for the company and for the employees themselves. Here are some opinions about work discipline

Discipline is very important for organizational growth, used primarily to motivate employees to be able to discipline themselves in carrying out work both individually and in groups. Besides that, discipline is useful in educating employees to obey and like existing rules, procedures and policies, so that they can produce good performance.

Discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations. Thus if the rules and regulations that exist in the company are ignored, or are often violated, then the employee has poor work discipline. Conversely, if employees comply with the company's provisions, it indicates a good disciplinary condition. In a narrower and more widely used sense, discipline means action taken under supervision to correct wrong behavior and attitudes in some employees.

Discipline is an attitude of respect for the rules and regulations of the company, in every employee so that a person can voluntarily adjust to the rules and regulations of the company. Work discipline towards employees, namely the behavior of a person in accordance with existing work regulations and procedures, namely attitudes, behavior, and actions that are in accordance with the rules of the organization, both written and unwritten. (EdySutrisno, 2019)

“Someone's self-control status as orderliness sign orders and accuracy in doing cooperation from a group of work units in an organization . (the self-control status of an employee, as a sign of order and neatness in carrying out cooperation from a group of work units within an organization . At Bhayangkara Hospital there are several *punishments* in terms of disciplinary violations, including getting a warning letter, conducting intensive coaching and cutting of employees with established criteria.

The results of this study are in line with previous research conducted by FarahiyahEkiRiantini, Sandra Iriawan (2016) which states that work discipline has a significant effect on Organizational Citizenship Behavior (OCB).

Employees of the Bhayangkara Hospital in Bondowoso Regency are disciplined in coming to the office on time ,always obeying hospital regulations, obeying other rules, especially regarding behavior in carrying out work . So that it is able to build Organizational Citizenship Behavior (OCB) at the Bhayangkara Hospital, BondowosoRegency .

3. Compensation Variable (X3) to OCB Variable (Y)

Compensation is a variable that researchers use as an indicator to see the extent of its influence on *Organizational Citizenship Behavior* (OCB) at BhayangkaraBondowoso Hospital. Compensation has a strong influence on the OCB of BhayangkaraBondowoso hospital employees. Compensation is able to increase OCB when employees get job satisfaction . The compensation received by BhayangkaraBondowoso hospital employees is not only in financial form, but directly in the form of salaries, wages, commissions and bonuses. But there is also indirect compensation in the form of insurance, social assistance, leave pay, retirement money, education, and so on. This form is in the form of work and work environment in the form of working conditions, status and policies. Thus compensation certainly greatly affects the OCB of BhayangkaraBondowoso Hospital employees.

These results are in line with research conducted by Merry Ristiana (2013), DiniFitrianasari (2012), LidyaLumbanTobing (2015) which states that compensation has a significant effect on Organizational Citizenship Behavior (OCB) .

Employees of the Bhayagkara Hospital in Bondowoso Regency receive regular salaries every month. The Bhayangkara Hospital in Bondowoso Regency provides bonuses to employees who work beyond standards on a regular basis and the Bhayangkara Hospital in Bondowoso Regency provides benefits according to existing regulations. This was able to build Organizational Citizenship Behavior (OCB) at the Bhayangkara Hospital, Bondowoso Regency.

VII. CONCLUSION

Based on the research findings that have been described, the conclusions in this study are as follows:

1. The results of this study indicate that *work motivation* , work *discipline* and *compensation* have a simultaneous effect on *Organizational Citizenship Behavior* .
2. *Work motivation* , work *discipline* and *compensation* partially have a significant effect on *Organizational Citizenship Behavior* .

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