



UDC 331

## THE EFFECT OF WORKLOAD, FINANCIAL COMPENSATION, ORGANIZATIONAL CLIMATE, AND JOB SATISFACTION ON EMPLOYEE ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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### ABSTRACT

This study aims to analyze the influence of workload, financial compensation, organizational climate, and job satisfaction on organizational citizenship behavior (OCB) in PT. PLN (Persero) Lombok Generation Implementation Unit (UPK). This type of research is associative causal, that is, a causal relationship (cause and effect) with a quantitative approach. The population in this study is all employees who work at PT. PLN (Persero) UPK Lombok. This study is analyzed using the Partial Least Square method with Smart PLS 3 software. The results of this study were (1) Workload has a positive and significant effect on OCB, (2) Financial compensation has a negative and significant effect on OCB, (3) Organizational climate has a positive but not significant effect on OCB, (4) Job satisfaction has a positive and significant effect on OCB, (5) Workload has a negative but not significant effect on job satisfaction, (6) Financial compensation has a positive and significant effect on job satisfaction, (7) Organizational climate has a negative but not significant effect on job satisfaction, (8) Job satisfaction does not mediate the effect of workload on (OCB), (9) Job satisfaction mediates the effect of financial compensation on OCB, and (10) Job satisfaction does not mediate the influence of organizational climate on OCB. Therefore, organizations should manage employee workloads, re-evaluate financial compensation, foster a positive organizational climate, promote job satisfaction through development programs, and regularly assess these factors to enhance OCB.

### KEY WORDS

Workload, financial compensation, organizational climate, job satisfaction, organizational citizenship behavior.

Employees are an asset in an organization because they are a source of competitive advantage. According to Handoko (2016), human resource utilization activities determine success in organizational management by uniting differences to achieve the same goal. Through the effective and efficient use of human resources, organizations will succeed because maintaining good employees is essential for organizations in this era of globalization (Herdilah et al., 2023). In addition to performance based on their primary job, employees are expected to show positive behaviors supporting organizational performance. Employees with a high OCB usually also have high formal performance (Sengkey et al., 2018). Organizational Citizenship Behavior (OCB) is used to identify employee behavior. According to Campbell Appelbaum, Shapir, and Elbaz (2004), OCB is an employee behavior carried out freely that is not included in the employee's job requirements, even though this behavior increases the effectiveness of organizational functions. Meanwhile, the definition of OCB, according to Robbins (2006), is a choice behavior that is not part of formal work obligations but supports the effective functioning of the organization. In other words, OCB is discretionary individual behavior that does not directly and explicitly meet the expectations of a formal reward system's expectations and promotes organizational functions' effectiveness. The indicators to measure OCB, according to Organ (2002), are (1) Altruism, (2) Conscientiousness, (3) Sportsmanship, (4) Kindness/courtesy, and (5) Civic Virtue.

Workload is a work condition describing the task that must be completed within a specific deadline (Sutrisno, 2016). Meanwhile, according to Munandar (2014), workload is



the tasks given to the workforce or employees to be completed at a particular time using the workforce's skills and potential. Based on the expert opinions presented, workload can be defined as a condition in which employees experience discomfort in completing tasks due to the excessive volume of tasks and the perception that they are beyond their manageable capacity. The workload indicators used are adopted from the workload indicators proposed by Hasibuan (2016), which include, among others, (1) the targets achieved, (2) work conditions, and (3) work standards. In addition to workload, financial compensation, and organizational climate, job satisfaction is another factor that causes an increase or decrease in employee OCB. Job satisfaction is what people feel about their job and different aspects of their job; this is a development of what people like (satisfaction) and dislike (dissatisfaction) about their job (Spector, 1997). According to Gibson, Ivancevich, and Donnely (1994), job satisfaction is a pleasant feeling that employees constantly develop about their work. This attitude comes from the employee's perception of his or her job. Employees of an organization who experience satisfaction or dissatisfaction at work will influence their attitudes and behaviors, so whether or not employees are satisfied will have consequences for the organization (Aman et al., 2021). Job satisfaction stems from various aspects of work, such as wages, promotion opportunities, and co-workers. Indicators of job satisfaction include: (1) liking the job, (2) work morale, (3) discipline, and (4) work performance. (Hasibuan, 2008).

Organizational Citizenship Behavior (OCB) Organizational Citizenship Behavior (OCB) is defined as behaviors or actions that support the social and psychological environment in which task performance occurs (Bolino & Grant, 2016). In any organization, OCBs such as assisting colleagues with heavier workloads, mentoring new employees, or providing instruction are critical, as these behaviors can positively impact the company by providing additional resources. OCB refers to any voluntary action taken by an employee, meaning OCB represents the discretion exercised by employees within an organization (Thiruvankadam & Durairaj, 2017). This extra-role behavior involves proactive and deliberate actions that go beyond job descriptions, employment contracts, or primary tasks (Banahene, 2017). Often, OCB is internally motivated by an individual's intrinsic needs for achievement, competence, or affiliation (Organ, 1988).

According to Gawron (2008), workload can be defined as a set of task demands, as effort, and as activity or accomplishment, meaning that workload represents a set of task requirements, efforts, and activities or achievements. Schultz (2016) also notes that work overload is too much to perform in the time available or work that is too difficult for the employee to perform, which implies that workload can be described as either having too much to do within the available time or performing tasks that are too challenging for the employee. Tarwaka (2017) adds that workload refers to the state of work with specific tasks that must be completed within a given timeframe. Furthermore, the Ministry of Administrative Reform (Menpan, 1997) defines workload as the number of tasks that must be completed by an organization or positionholder within a certain period. Workload measurement, in this context, refers to techniques used to systematically gather information about the efficiency and effectiveness of job performance.

Financial compensation refers to compensation paid to employees in the form of money or services in exchange for their contributions at work, as described by Wilson Bangun (2012). According to Rivai (2011), "Financial compensation consists of both direct and indirect compensation. Compensation is a right for employees and a responsibility for the company to pay. Direct compensation can be in the form of salaries, wages, and incentives." In conclusion, financial compensation within a company encompasses various forms of payments and benefits provided to employees as a reward for their work and contributions.

The definition of organizational climate was introduced by Forehand and Gilmer in 1964, stating that organizational climate is a set of descriptions of the characteristics of an organization that persist over a long period (Toulson & Smith, 1994:455). Meanwhile, Tagiuri and Litwin (as cited in Wirawan, 2007) define organizational climate as the quality of an organization's internal environment that relatively endures, is experienced by its members,



influences their behavior, and can be described in terms of a set of organizational characteristics or traits. Davis and Newstrom (2001) view organizational climate as the personality of an organization that distinguishes it from others, shaping how individual members perceive the organization.

### MATERIALS AND METHODS OF RESEARCH

This type of research is causal-associative using a quantitative approach. All 103 employees were used as respondents. Data were collected using questionnaires distributed online through Google Forms. The OCB variable was measured using altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The workload variable included targets achieved, working conditions, and work standards. Financial compensation was assessed through salaries, bonuses, incentives, and allowances. Organizational climate was measured using structure, responsibility, reward, commitment, support, and standards. Job satisfaction was evaluated based on passion for work, morale, discipline, and performance. Data analysis employed the Partial Least Squares (PLS) method using Smart-PLS 3 software to assess validity, reliability, and causal relationships among latent variables.

### RESULTS AND DISCUSSION

The discriminant validity test illustrates how far the built variables or constructs are different from other variables/constructs and are statistically tested. This test can be done by looking at the Fornell Larcker Criterion value in the Table below.

Table 1 – Fornell Larcker Criterion Value

n/n	Workload (X <sub>1</sub> )	Organizational Climate (X <sub>3</sub> )	Job Satisfaction (Z)	Financial Compensation (X <sub>2</sub> )	OCB (Y)
Workload (X <sub>1</sub> )	0,725				
Organizational Climate (X <sub>3</sub> )	0,162	0,781			
Job Satisfaction (Z)	0,177	0,181	0,886		
Financial Compensation (X <sub>2</sub> )	0,261	0,257	0,882	0,865	
OCB (Y)	0,411	0,307	0,441	0,358	0,754

Based on the Table, the diagonal values represent the square root of the Average Variance Extracted (AVE) for each construct, which is indicative of the constructs' reliability and validity. For instance, the workload construct (X<sub>1</sub>) has an AVE of 0.725, indicating a strong level of shared variance with its indicators. The organizational climate construct (X<sub>3</sub>) displays an AVE of 0.781, while job satisfaction (Z) exhibits an AVE of 0.886, demonstrating significant validity in their measurement. Moreover, financial compensation (X<sub>2</sub>) has an AVE of 0.865, and organizational citizenship behavior (OCB) (Y) shows an AVE of 0.754. The inter-construct correlations are also detailed in the off-diagonal values, indicating the relationships between the constructs. Notably, the highest correlation is observed between job satisfaction (Z) and financial compensation (X<sub>2</sub>) at 0.882, followed by the correlation between OCB (Y) and workload (X<sub>1</sub>) at 0.411. These results affirm the constructs' distinctiveness, as the square roots of the AVEs exceed the correlations among the constructs, thus supporting the validity of the theoretical framework employed in this study.

The bootstrapping (percentile approach) evaluates structural models or test hypotheses. The t-test is the statistical test utilized in this procedure. The t-values for 2-way testing (two-tailed test) are 1.96 (p-value = 0.05). The t-test requires a value of  $t_{statistik} > t_{tabel}$  or a significance value  $< 0.05$  to accept the hypothesis. The results of structural model testing are shown below.

Based on the results of the hypothesis tests, it is evident that workload has a positive and significant effect on Organizational Citizenship Behavior (OCB), with a coefficient value of 0.358, a T-statistic of 3.346, and a P-value of 0.001. This suggests that as workload



increases, employees tend to exhibit higher levels of OCB, engaging in behaviors that exceed formal job expectations. On the other hand, financial compensation shows a negative and significant effect on OCB, with a coefficient value of -0.411, a T-statistic of 2.102, and a P-value of 0.036, indicating that higher financial rewards may reduce employees' willingness to engage in extra-role behaviors. Organizational climate, however, has a positive but insignificant effect on OCB, with a coefficient value of 0.229, a T-statistic of 1.234, and a P-value of 0.651, suggesting that it does not significantly influence employees' OCB.

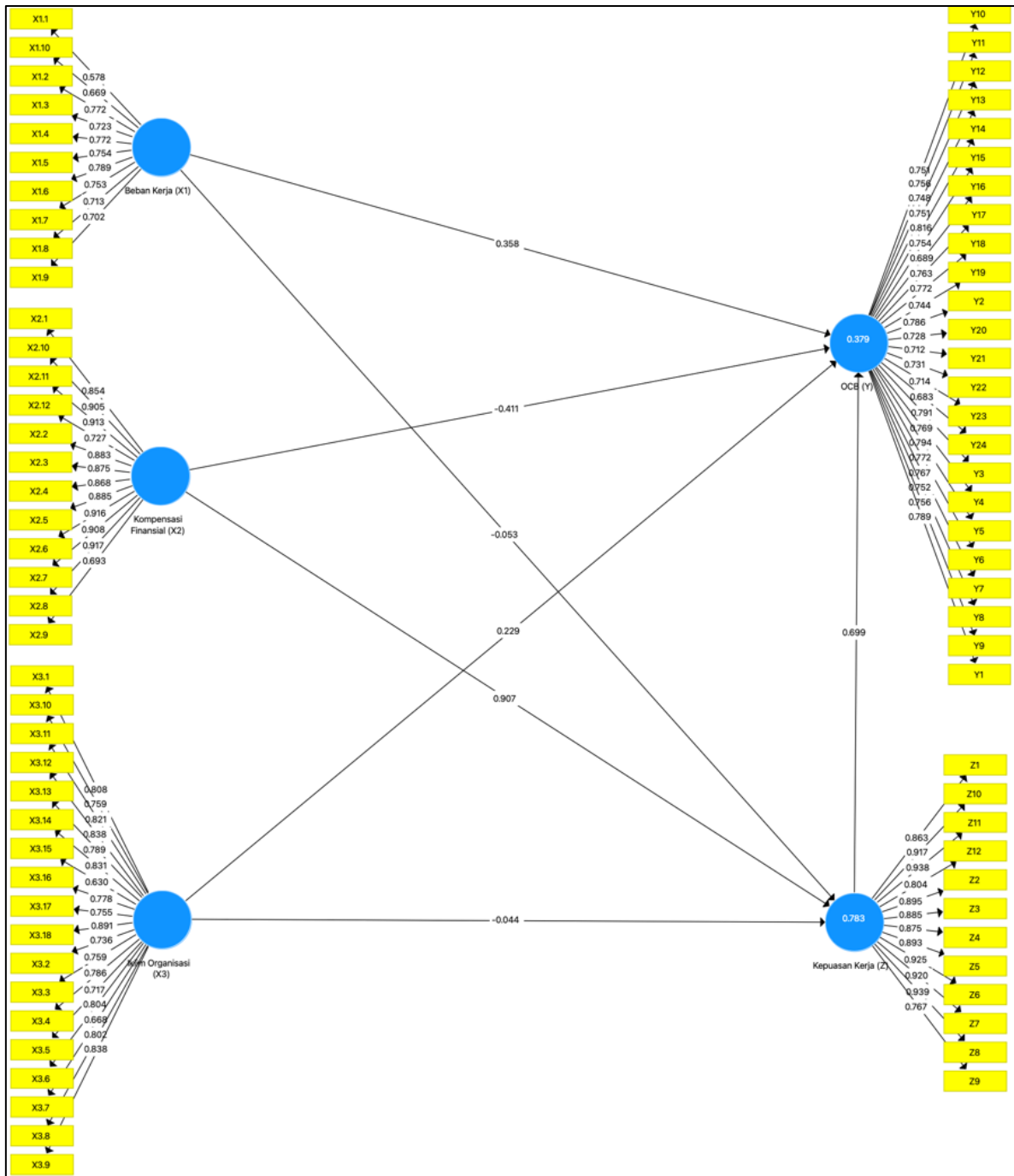


Figure 1 – Bootstrapping

Job satisfaction has a positive and significant effect on OCB, as indicated by a coefficient value of 0.699, a T-statistic of 3.965, and a P-value of 0.000. This highlights that employees who are satisfied with their jobs are more likely to engage in OCB, benefitting the organization. In contrast, workload does not significantly influence job satisfaction, with a



coefficient value of -0.053, a T-statistic of 1.259, and a P-value of 0.209. On the other hand, financial compensation positively and significantly affects job satisfaction, with a coefficient value of 0.907, a T-statistic of 15.293, and a P-value of 0.000, showing that better financial rewards enhance employees' satisfaction. However, organizational climate has a negative but insignificant effect on job satisfaction, with a coefficient value of -0.044, a T-statistic of 0.090, and a P-value of 0.364.

Job satisfaction does not mediate the relationship between workload and OCB, as shown by a coefficient value of -0.037, a T-statistic of 1.340, and a P-value of 0.181, indicating that the effect of workload on OCB does not pass through job satisfaction. However, job satisfaction mediates the relationship between financial compensation and OCB, with a coefficient value of 0.634, T-statistic of 3.387, and a P-value of 0.001, showing that financial compensation influences OCB through job satisfaction. In contrast, job satisfaction does not mediate the relationship between organizational climate and OCB, with a coefficient value of -0.031, a T-statistic of 0.988, and a P-value of 0.323, suggesting that organizational climate's impact on OCB is not transmitted through job satisfaction.

*The Effect of Workload Sale on Organizational Citizen Behavior.* Based on the results of statistical tests, it shows that workload has a positive and significant effect on OCB with a coefficient value of 0.358, T-Values  $3.346 > 1.96$  and P Value  $0.001 < 0.05$ . So that the first hypothesis (H1) is rejected. This means that the higher the workload, the higher the level of Organizational Citizenship Behavior (OCB) shown by employees. This means that employees who feel a higher workload tend to show additional levels of participation and behavior that exceed the expectations that have been set in their organizational context (Hapsari et al., 2024). The findings in this study are in line with the research of Ali, Sastrodiharjo, & Saputra, (2022), and Leuhery, (2022). The previous research found that workload had a positive and significant effect on OCB.

*The Effect of Financial Compensation on Organizational Citizen Behavior.* Based on the results of statistical tests, it shows that financial compensation has a negative and significant effect on OCB with a coefficient value of -0.411, T-Value  $2.102 > 1.96$  and P Value  $0.036 < 0.05$ , so the second hypothesis (H2) is rejected. This means that the higher the final financial compensation of employees will reduce the level of Organizational Citizenship Behavior (OCB) shown by employees. This suggests that increases in financial compensation may cause employees to assume that all behaviors should be rewarded financially, reducing their tendency to participate in behaviors that are not directly compensated (Pradhikusuma, 2024). This may occur because employees who are motivated primarily by financial compensation see additional tasks or volunteer assistance outside of their job description as not worth the time and effort required. They tend to only perform tasks that are directly related to the financial rewards they receive, rather than engaging in behaviors that support a positive and productive work environment (Sihombing & Simanjuntak, 2024).

*The Effect of Organizational Climate on Organizational Citizen Behavior.* Based on the results of statistical tests, it shows that organizational climate has a positive but insignificant effect on OCB with a coefficient value of 0.229, T-Value  $1.234 < 1.96$  and P Value  $0.651 > 0.05$ . So that the third hypothesis (H3) is rejected. This means that the more open the organizational climate is does not significantly affect employees' Organizational Citizenship Behavior (OCB). Although there is a positive influence observed, the results of the statistical analysis show that this relationship is not strong enough to be considered significant. Thus, the rejection of hypothesis three (H3) suggests that while an open organizational climate may have a positive impact, its relationship with employee OCB is not statistically significant. Although a positive organizational climate is likely to contribute favorably to Organizational Citizenship Behavior (OCB), its impact is not always significant. Although a positive organizational climate can create a supportive and pleasant work environment, all employees still feel to remain actively involved in voluntary actions. Research results that are in line with this research are research (Xie, Lam, and Liu, 2019). This study found that although there is a positive relationship between good organizational climate and OCB, the relationship is not statistically significant. The results of this study indicate that although a positive



organizational climate can provide encouragement for employees to engage in OCB, there are still other factors that need to be considered to explain the variability of OCB in organizations, in addition (Kim, Hur, and Woo, 2020). They found that there was a positive relationship between good organizational climate and Organizational Citizenship Behavior (OCB), but the relationship was not statistically significant. This study highlights the complexity of understanding how organizational climate affects employee behavior in the workplace.

*The Effect of Job Satisfaction on Organizational Citizen Behavior.* Based on the results of statistical tests, job satisfaction has a positive and significant effect on OCB with a coefficient value of 0.699, T-Value  $3.965 > 1.96$  and P Value  $0.000 < 0.05$ . So that the fourth hypothesis (H4) is accepted. This means that high job satisfaction can increase employee Organizational Citizenship Behavior (OCB). This means, when employees are satisfied with their jobs, they are more likely to show extra behavior that benefits the organization. This happens because job satisfaction creates a conducive environment for employees to exhibit voluntary behaviors that go beyond their official responsibilities. When employees are satisfied with their jobs, including with aspects such as the work environment, relationships with coworkers, and rewards received, they tend to feel more motivated to make extra contributions. Job satisfaction increases a sense of connectedness and loyalty to the organization, making employees more willing to help colleagues, actively participate in team activities, and take initiatives to improve overall organizational performance (Lestari & Octavianty, 2024). Therefore, high job satisfaction facilitates and encourages OCB, resulting in additional benefits for the organization such as increased productivity, innovation, and employee satisfaction. These findings support previous research conducted by Fatril et al. (2022), Sudarmono & Edris (2022), and Mubarakah & Nurvriarsi (2024) show that job satisfaction has a positive and significant effect on OCB.

*The Effect of Workload on Job Satisfaction.* Based on the results of statistical tests, it shows that workload has a negative but insignificant effect on job satisfaction with a coefficient value of  $-0.053$ , T-Values  $1.259 < 1.96$  and P Value  $0.209 > 0.05$ . So the fifth hypothesis (H5) is rejected. This means that workload has no effect on employee job satisfaction. This happens because if employees feel that their workload is still within manageable limits and does not interfere with their work-life balance, the negative effects of workload can be minimized. In addition, if the company provides adequate support, such as training, additional resources, or flexibility in working time, employees feel more capable of handling their workload well, so the impact on job satisfaction becomes insignificant. The findings in this study are in line with Hermingsih, A., & Purwanti, D. (2020) which states that workload has no significant effect on job satisfaction, besides that Meilasari's research, L. E. L., Parashakti, R. D., Justian, J., & Wahyuni, E. (2020) also found the same results, namely workload has a positive but insignificant effect on job satisfaction. In the context of Meilasari, Parashakti, Justian, & Wahyuni's (2020) research, as well as Hermingsih & Purwanti's (2020) research, both found that although workload has a positive effect on job satisfaction, the impact is not statistically significant. This finding shows consistency between the two studies, which confirms that workload, although it contributes positively to job satisfaction, does not significantly affect employees' overall feelings of job satisfaction.

*The Effect of Financial Compensation on Job Satisfaction.* Based on statistical testing, it shows that financial compensation has a positive and significant effect on job satisfaction with a coefficient value of 0.907, T-Value  $15.293 > 0.05$ . So that the sixth hypothesis (H6) is accepted. This means that higher financial compensation does not significantly affect employee job satisfaction. This happens because adequate financial rewards directly affect how employees feel valued and recognized for their contributions. When employees receive salaries, benefits, bonuses, and incentives that match their expectations and needs, they tend to feel more satisfied with their jobs (Azzahra, 2024). Fair and competitive financial compensation not only meets employees' basic economic needs, but also reflects the organization's appreciation of their efforts and achievements (Akasah & Amdanata, 2023). This increases job satisfaction as employees feel that they are being rewarded for their efforts and dedication. In addition, good financial compensation can increase employee



motivation and loyalty, as they feel more attached and committed to a company that values their contributions financially. Thus, good financial compensation creates a positive work environment and strengthens overall job satisfaction. These findings are in line with previous research conducted by Sayuti (2023), Arief & Englita (2024), and Kartike & Rezeki (2024) that financial compensation has a positive and significant effect on job satisfaction.

*The Effect of Organizational Climate on Job Satisfaction.* Based on statistical testing, it shows that organizational climate has a negative but insignificant effect on job satisfaction with a coefficient value of -0.044, T-Values  $0.090 < 1.96$  and P Value  $0.364 > 0.05$ . So the seventh hypothesis (H7) is rejected. This means that whether or not the organizational climate is open has no effect on employee job satisfaction. This happens because job satisfaction is the result of a complex interaction between various individual and environmental factors. In addition, organizational climate can be influenced by the subjective perceptions of each individual, which means that not all employees will feel or interpret the same climate in a similar way. Then, changes in organizational climate take time to be internalized and felt by employees, so the effect on job satisfaction is not immediately apparent. This finding is in line with previous research conducted by Aryanto et al. (2019), and Pratama & Pasaribu (2020), both of which show that organizational climate has an insignificant effect on job satisfaction.

*The Mediating Role of Job Satisfaction on the Effect of Workload on Organizational Citizen Behavior.* Job satisfaction could not mediate the workload against OCB (Organizational Citizenship Behavior) with a coefficient value of -0.037, T-Value  $1,340 < 1.96$  and P Value  $0.181 > 0.05$ . So, the eighth hypothesis (H8) was rejected. This means that workload does not affect OCB through job satisfaction. These results suggest that although there is a tendency that workload may lower OCB, the influence is not strong enough to be considered statistically significant and not through job satisfaction as a mediator. In this context, job satisfaction does not mediate between workload and OCB. Further research may be needed to explore other factors affecting OCB directly or as a mediator between workload and OCB. Factors such as intrinsic motivation, organizational commitment, and social support from colleagues and employers may have a more significant role in determining OCB. Understanding the dynamics between workload, job satisfaction, and OCB can help organizations design more effective interventions to encourage positive organizational citizenship behavior. This can involve strategies to manage workloads better, increase job satisfaction through various initiatives, and develop an organizational culture that supports OCB.

*The Mediating Role of Job Satisfaction on the Effect of Financial Compensation on Organizational Citizen Behavior.* Based on statistical testing, it shows that job satisfaction is able to mediate financial compensation on OCB with a coefficient value of 0.634, T-Value  $3.387 > 1.96$  and P Value  $0.001 < 0.05$ . So that the ninth hypothesis (H9) is accepted. This means that the effect of financial compensation on OCB can be through job satisfaction. This happens because when employees are satisfied with their jobs, they tend to be more motivated to show behavior that exceeds basic expectations, such as OCB (Aisyi et al., 2024). Adequate financial compensation can increase job satisfaction by providing employees with a sense of reward and security, which in turn strengthens their drive to engage in positive workplace behaviors. High job satisfaction increases employees' willingness to contribute extra, not only because of material rewards, but also because they feel valued and satisfied with their work environment (Maziati et al., 2024). Therefore, job satisfaction plays a crucial mediating role, bridging between financial compensation and organizational citizenship behavior by increasing employees will demonstrate OCB in response to the compensation they receive. Putri et al. (2023) are in line with the findings of this study which show that job satisfaction is able to mediate the effect of financial compensation on OCB.

*The Mediating Role of Job Satisfaction on the Effect of Organizational Climate on Organizational Citizen Behavior.* Based on statistical testing, job satisfaction is not able to mediate organizational climate on OCB with a coefficient value of -0.031, T-Value  $0.988 < 1.96$  and P value  $0.323 > 0.05$ . So that the tenth hypothesis (H10) is rejected. This means



that organizational climate does not affect OCB through job satisfaction. This means that although organizational climate can affect job satisfaction and OCB independently, there is insufficient evidence to suggest that job satisfaction links the relationship between organizational climate and OCB. This occurs because of the relationship between organizational climate, job satisfaction, and Organizational Citizenship Behavior (OCB), it should be recognized that job satisfaction does not always act as an effective mediator in influencing OCB through organizational climate. Although job satisfaction and organizational climate are related, several factors may explain why job satisfaction is not always a strong bridge between organizational climate and OCB. Job satisfaction and organizational climate are two concepts that differ in scope and dimensions. Job satisfaction relates to individuals' perceptions of their jobs, while organizational climate encompasses the norms, values, and culture that influence collective behavior.

## **CONCLUSION**

Based on the research results and discussion described above, the following conclusions can be drawn from this research:

1. Workload has a positive and significant effect on OCB. This means that the higher the workload, the higher the Organizational Citizenship Behavior (OCB) shown by employees. This means that employees with a higher workload tend to exhibit additional participation and behaviors that exceed expectations in their organizational context;
2. Financial compensation has a negative and significant effect on OCB. This means that the higher the employee's final compensation, the lower the employee's Organizational Citizenship Behavior (OCB). This suggests that increased financial compensation can lead employees to assume that all behaviors should be rewarded financially, reducing their tendency to participate in not directly compensated behaviors;
3. Organizational climate has a positive but insignificant effect on OCB. This means that the increasingly conducive organizational climate does not significantly affect employees' organizational citizenship behavior (OCB). Although a positive effect was observed, the statistical analysis showed that this association was not strong enough to be considered significant. Thus, rejecting the third hypothesis (H3) suggests that although a conducive organizational climate can have a positive impact, its relationship with employee OCB is not statistically significant;
4. Job satisfaction has a positive and significant effect on OCB. High job satisfaction can improve employees' Organizational Citizenship Behavior (OCB). This means that employees are more likely to exhibit extra behaviors that benefit the organization when they are satisfied with their jobs;
5. Workload has a negative but insignificant effect on job satisfaction. This means that the workload does not affect employee job satisfaction;
6. Financial compensation has a positive and significant effect on job satisfaction. This means that the higher the financial compensation, the higher the level of job satisfaction of employees. This means that when employees receive better financial compensation, such as higher salaries, bonuses, benefits, or other incentives, they feel more satisfied with their jobs. Adequate compensation can increase feelings of being valued and recognized by the organization;
7. Organizational climate has a negative but insignificant effect on job satisfaction. This means that whether or not the organizational climate is open does not affect employee job satisfaction;
8. Job satisfaction is not able to mediate the workload against OCB. This means that the workload on OCB is not through job satisfaction;
9. Job satisfaction can mediate financial compensation to OCB. This means that financial compensation can influence OCB through job satisfaction;
10. Job satisfaction is not able to mediate the organizational climate. This means that the organizational climate towards OCB is not through job satisfaction.





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