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Organizational culture, compensation and employee engagement influence on organizational citizenship behavior

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Abstract

The study aims to examine the influence of organizational culture, compensation, and employee attachment to organizational citizenship behavior and its implications for the turnover intention on employees internal of the Matahari dept. store via testing, data collection and model development is a structural equation model. Data were analyzed using LISREL 8.8 statistical software tools. As a result, organizational culture has a positive direct effect on organizational citizenship behavior. In conclusion, employee engagement has a significant negative influence on turnover intention mediated by organizational citizenship behavior.

Keywords: Organizational culture, Compensation, Employee engagement.

La cultura organizacional, la compensación y el compromiso del empleado influyen en el comportamiento ciudadano de la organización

Resumen

El estudio tiene como objetivo examinar la influencia de la cultura organizacional, la compensación y el apego de los empleados al comportamiento de ciudadanía organizacional y sus implicaciones para la intención de rotación en los empleados internos del departamento de Matahari. almacenar mediante pruebas, recopilación

de datos y desarrollo de modelos es un modelo de ecuación estructural. Los datos se analizaron utilizando herramientas de software estadístico LISREL 8.8. Como resultado, la cultura organizacional tiene un efecto directo positivo en el comportamiento de ciudadanía organizacional. En conclusión, el compromiso de los empleados tiene una influencia negativa significativa en la intención de rotación mediada por el comportamiento de ciudadanía organizacional.

Palabras clave: Cultura organizacional, Compensación, Compromiso de los empleados.

1. INTRODUCTION

In the industry 4.0, the increasingly global business competition has an impact on the increasing demand for competitiveness among companies in Indonesia, in order to survive, especially to be more advanced, it requires the existence of competent human resources in their fields. One of the most important factors for achieving company success in achieving its goals is the role of human resources (HR).

In the retail business, including at Matahari Dept. Store has five important things that distinguish retail human resources (HR) from other human resources, which of course requires special management in order to maximize every performance of human resources. The following are five things that need to be considered by every retailer in managing HR in their retail business, namely: (1) a large number of employees and spread, this certainly has an impact on the management of human resources that require special handling starting from employee recruitment, management and development. (2) The working hours, retail employees are usually required to enter on holiday days, a matter that requires setting shifting, managing fair compensation and

building organizational citizenship behavior (OCB) behavior. (3) employee turnover is relatively high, reaching around 5% per month, which means that if there are 100 employees in a month there are 5 permanent employees who leave, this is where HRD functions are needed to build a conducive organizational culture and build organizational citizenship behavior. (4) retail is detailed, for that retailers must be able to involve employees (employee engagement) comprehensively so that since employees feel they have an emotional relationship with the organization. (5) service and sales-oriented, employees must have a strong mentality to serve and sell and this culture needs to be built and invested in retail employees in a comprehensive and integrated manner. The following is the data of the employee internal Matahari Dept. Storeturnover:

Table 1: The Turnover of employee Internal of Matahari Dept. Store

Store	Tahun		
	2015	2016	2017
Arion	30/139	14/141	38/141
Atrium	54/142	39/141	43/141
PondokGede	31/102	30/104	58/104
CitraLand	42/124	33/122	51/122
Artagading	22/90	53/87	64/87
Pasar Baru	50/85	29/88	44/88
Jumlah	229/682	198/683	298/683

The phenomenon that occurs based on the results of interviews of 30 employees of the internal solar dept. the store that is done

randomly found not all employees feel involved in planning and decision making of organizing activity, for example in making employee work schedules, setting employee sales targets, and determining the time and place for the bazaar. This is what sometimes an employee feels does not have an attachment between himself and the organization. Based on the interviews of 30 internal employees regarding organizational citizenship behavior (OCB), it was found that as many as 50% of the internal employees of the sun still did not care about jobs that were not so voluntary behavior to help work colleagues who experienced many tasks was still low. While the results of the interviews were obtained from 30 employees of the internal solar dept. the store found that the compensation system (compensation) given both financial and non-financial compensation still needs to be improved. The following is the form of compensation obtained by employees of the internal solar dept. store:

Table 2: Form of Compensation Received by Matahari Employees
Dept. Store

Compensation Type	Form of Compensation	Result
Direct Financial Compensation	Wage	Not satisfied
	Salary	Not satisfied
	Incentive	Satisfied
Indirect Financial Compensation	Health Insurance	Not satisfied
	Severance pay	Not satisfied
	Facilities	Satisfied
Non-Financial Compensation	Praise	Satisfied
	Recognition	Not satisfied
	Appreciation	Not satisfied

The description is supported by several previous studies on the issue of Turnover Intention. According to HABIB, ASLAM, HUSSAIN, YASMEEN, & IBRAHIM (2014), it was found that organizational culture has a direct effect on job satisfaction, commitment, and turnover intention. According SUPRIYADI, SANUSI, & MANAN (2017) in the research found organizational culture, organizational commitment, and organizational citizenship behavior and compensation for each employee who felt fulfilled financial and non-financial needs directly affected turnover intention or intention to leave the organization.

According to WAHYU (2013), the research in his research found that employee engagement has a direct effect on turnover intention. OUSSAMA & JOHARI (2016) in his research found a direct influence of compensation system and reward for intention to leave the organization (turnover intention) and there is a direct effect of compensation system and reward for the turnover intention which is mediated by variable organizational citizenship behavior.

The description above, it can be concluded that every existing company really needs the support of human resources or workers who are competent in their field to achieve their goals. To keep the most valuable assets, namely human resources (HR) that remain in the organization, then every organization must be able to create a high level of nationalism (Organizational Citizenship Behavior) and involve employees in every action in the organization (Employee Engagement) with regard things such as organizational culture (Organizational Culture) and the provision of compensation (Compensation) that are worthy of its performance. Based on the phenomenon of the problem, the researcher is interested in

making a dissertation with the title of the influence of organizational culture, compensation, and employee attachment to organizational citizenship behavior and its implications for the turnover intention on internal employees of the Matahari dept. store.

2. METHODS

The research method used was a quantitative approach through a causal survey method. The data analysis used was using the structural equation modeling (SEM) method. How to collect the data needed in this study is done through questionnaires, interviews, and tests that have been prepared in advance. This study will examine the relationship between research variables, and measure the influence of variables on one another, while there are five variables to be examined, namely: organizational culture (X1), compensation (X2), employee engagement (X3), organizational citizenship behavior (X4), and turnover intention (Y). The relationship between the research variables can be described in the research constellation as follows:

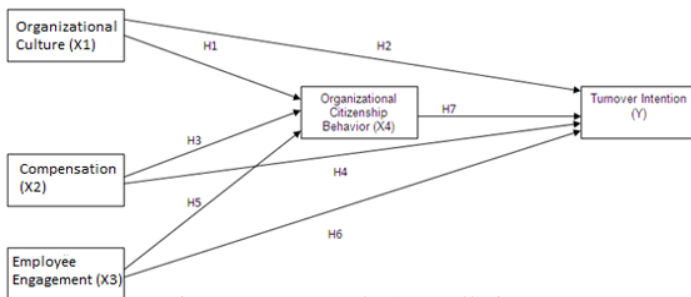


Figure 1: Research Constellation

3. RESULTS

In this research, the researchers distributed 250 questionnaires to the internal employees of the Matahari Department Store. The profile of respondents was differentiated based on gender, age, the latest education, and status.

Based on the table above, seen from the gender identity, it can be explained that the total of male respondents is 77 people with a percentage of 30.8%, while the female respondents are 173 people and the percentage is at 69.2%. Then, the respondent identity seen from age, it was found that respondents with age ≤ 25 years are 38 people with a percentage of 15.2%, respondents with ages 25-29 years are 55 people with a percentage of 22%, respondents with ages 30-35 years are 88 people with the percentage of 35.2%, and respondents with age ≥ 36 years are 69 people with a percentage of 27.6%. For the latest education, it was found that respondents who have graduated from Junior High School is 0 person with a percentage of 0%, the respondents who have graduated from Senior High School are 168 people with a percentage of 67.2%, the respondents who have graduated from Diploma are 7 people with a percentage of 2.8%, the respondents who have graduated from Undergraduate are 74 people with a percentage of 29.6%, and the respondents who have graduated from postgraduate is 1 person with a percentage of 0.4%. For the explanation of the status identity, there are 156 respondents with married status with a percentage of 62.4%, and the respondents with unmarried status are 94 people with a percentage of 37.6%.

4. DISCUSSION

Organizational Culture has a significant positive influence on organizational citizenship behavior. Thus, it can be said that the organizational culture has a positive influence on organizational citizenship behavior because the company could be managed well. The result of this research reinforces the theory put forward by Organ in his book cited by MOHANT & RATH (2012). MOHANT and RATH (2012) said that organizational culture can influence the application of organizational citizenship behavior.

Organizational culture has a significant negative influence on turnover intention. It can be said that the organizational culture has a negative influence on turnover intention because the company is not well managed. The result of this research strengthens the theory stated by MACINTOSH & DOHERTY (2010) that there was a significant relationship between organizational culture on job satisfaction and there was a significant negative relationship between organizational culture and intention to leave the organization (Turnover Intention). Research conducted by HAGGALLA (2017) found a negative influence of the relationship between organizational culture and turnover intention, wherein the culture formed by the founding philosophy of an organization can influence employees' intentions to leave the organization.

Compensation has a significant positive influence on organizational citizenship behavior. Hence, it can be said that

compensation has a positive influence on organizational citizenship behavior because it can be managed well by the company. The result of this research strengthens the theory and findings put forward by PRASETYA & YUNIAWAN (2016) at the national narcotics agency in the province of Java in the middle of finding a positive direct relationship between compensation with organizational citizenship behavior.

Compensation has a significant negative influence on turnover intention. Therefore, it can be said that compensation has a negative influence on turnover intention because the company could not be managed properly. The result of this research strengthens the theory and findings put forward by WIDODO (2014). In his book he states that compensation can stabilize the employee's psychological situation so that employees in the organization become more secure so that turnover intention becomes relatively small.

Employee engagement has a significant positive effect on organizational citizenship behavior. The results of this study reinforce the theory put forward by MARCIANO (2010) saying that someone who engages with his organization then one of them has the characteristics to voluntarily do the best for his organization and support and help his coworkers.

Employee engagement has a significant negative effect on turnover intention. The results of this study reinforce the theory put forward by MARCIANO (2010) saying the higher the engagement, the

less the employee turnover intention. TORRINGTON (2014) in his book also said there was a correlation between employee engagement with employee retention and turnover intention. ALIAS (2014) research which was journalized found a direct negative relationship between employee engagement with the intention to leave and die at the current workplace.

Organizational citizenship behavior has a significant negative influence on turnover intention. This result strengthens the theory and findings by AHMAD, SHAHZAD, REHMAN, & AHMEDKHAN (2010) that there was a significant negative relationship between organizational citizenship behavior and turnover intention. (SARAIH, ARIS, KARIM, SAMAH, SA'ABAN, & MUTALIB, 2017) also said that turnover intention can have an impact on poor performance and decreased organizational productivity to avoid any intention to leave, each organization must be able to build organizational citizenship behavior. AHMADI, DARAEI, RABIEI, SALMANZADEH, & TAKALLO (2012) in their research on employees in the public sector and the private sector in Iran found a significant direct relationship between organizational citizenship behavior and employee turnover intention.

Organizational culture has a significant negative influence on turnover intention mediated by Organizational Citizenship Behavior. Thus, it can be said that organizational culture has a negative influence on turnover intention mediated by organizational citizenship behavior because the company was not managed properly. This result

strengthens the theories and findings of research conducted by SHARONI, TZINER, FEIN, SHULTZ, SHAUL, & ZILBERMAN (2012) that organizational culture has an indirect influence on turnover intention mediated by organizational citizenship behavior variables.

Compensation has a significant negative influence on turnover intention mediated by organizational citizenship behavior. It is due to the company was not managed properly. It strengthens the theory and findings in research conducted by LAM, CHEN, & TAKEUCHI (2014) that found the influence of human resource management practice, especially compensation systems for turnover intention mediated by Organizational Citizenship Behavior.

Employee engagement has a significant negative influence on turnover intention mediated by organizational citizenship behavior. The results of this study reinforce the theory put forward by Fauziridwan, Adawiyah, & Ahmad (2018) in their research found that there was an indirect negative effect between work attachment to turnover intention through organizational citizenship behavior.

5. CONCLUSION

From the evaluation and discussion above, it can be concluded that: 1) Organizational culture has a direct positive influence on organizational citizenship behavior, 2) Organizational culture has a direct negative influence on turnover intention, 3) Compensation has a

direct positive influence on organizational citizenship behavior, 4) Compensation has a direct negative influence on turnover intention, 5) Employee engagement has a significant positive effect on organizational citizenship behavior, 6) Employee engagement has a significant negative effect on turnover intention, 7) Organizational citizenship behavior has a direct negative influence on turnover intention, 8) Organizational culture has an indirect negative influence on turnover intention through organizational citizenship behavior, 9) Compensation has an indirect negative influence on turnover intention through organizational citizenship behavior, and 10). Employee engagement has a significant negative influence on turnover intention mediated by organizational citizenship behavior.

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