

Conference Paper

The Influence of Organizational Culture and Compensation toward Organizational Citizenship Behavior and Its Implications on Turnover Intention of the Internal Employees of Matahari Department Store

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Abstract

'Turnover Intention' is a form of employee behavior that negatively impacts work quality prior to resignation. The objective of this study is to identify the influence of organizational culture and compensation toward 'Organizational Citizenship Behavior' evaluate its impact on the turnover intention of internal employees of Matahari Department Store. In this research, the samples were taken by using proportional random sampling and consist of 250 respondents from the total of 714 internal employees. The researcher used a structural equation model to test and analyse the data, and model development. The data were analyzed by using the statistical software tool (LISREL 8.8). The results of this research were: 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. organizational citizenship behavior has a direct negative influence on turnover intention; 6. organizational culture has an indirect negative influence on turnover intention through organizational citizenship behavior; and 7. compensation has an indirect negative influence on turnover intention through organizational citizenship behavior.

Keywords: Organizational Culture, Compensation, Organizational Citizenship Behavior, Turnover Intention.

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1. Introduction

Based on the interview with 30 internal employees of Matahari Department Store related to their intention to leave the job, it can be reported that 26 of 30 employees said that they were not excited when they went to work, then, there were 21 of 30 employees claimed to be actively looking for other jobs, and there were 16 of 30 employees who are actively followed some job acceptance tests at other companies. Furthermore, based

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on the interview with 30 internal employees of Matahari Department Store regarding the behavior of *Organizational Citizenship Behavior* (OCB), it can be reported that 50% of the internal employees still did not care about other works which were not included in their duties, so their voluntary behavior to help co-workers who had many tasks was still low. While, there were 30 internal employees of Matahari Department Store said that the compensation system provided in both financial and non-financial forms still needs to be improved, which for direct financial compensation in the form of wages and salaries of every internal employee of Matahari Department Store was still unsatisfied, then, for indirect financial compensation in the form of insurance and severance compensation was still not satisfied, and for non-financial compensation in the form of recognition and safeguards was also still unsatisfied.

In accordance with the description above, there are some previous researches support the issues of *Turnover Intention*. A research conducted by [7] found that organizational culture directly influenced the *Organizational Citizenship Behavior* (OCB). Moreover [24], in their research, found that there was significant positive relationship between organizational culture and OCB. According to [34], it was found that the organizational culture has a direct negative influence on turnover intention. Similarly, a research conducted by [30] found that there was significant negative relationship between organizational and *Turnover Intention*. A research conducted by [16] found that the compensation has a direct positive influence on OCB. According to [22] in their research found that there was a positive significant relationship between compensation and OCB. In a research conducted by [2] found that the compensation has a direct negative influence on turnover intention. According to [28] in their research found that there was negative direct influence between organizational citizenship behavior on turnover intention. According to [29] in their research, it was found that organizational culture has a significant negative influence indirectly on turnover intention through OCB. In addition, in a research conducted by [18] found that the compensation has a significant negative influence indirectly on turnover intention through OCB.

From the discussion above, it can be concluded that every company really needs the support of human resources or workers who are competent in their fields to be able to achieve its goals. To keep the most valuable assets (Human Resources) in the organization, each organization must be able to create a high level of nationalism (*Organizational Citizenship Behavior*), and pay attention to things like organizational culture (*Organizational Culture*) and compensation (*Compensation*) that is appropriate for its performance. Based on the phenomenon of the problem above, the researcher was interested to write a dissertation entitled "The Influence of Organizational Culture

and Compensation toward Organizational Citizenship Behavior and Its Implications on Turnover Intention of the Internal Employees of Matahari Department Store”.

2. Literature and Methods

2.1. Literature

2.1.1. Turnover Intention

According to [26] state that *Turnover Intention* is the individual desire to find alternative employment opportunities in other organizations or companies that are better. While [12] say that *Turnover Intention* is defined as the estimated level of employees who definitely want to leave the company in the near future. According to [9] *Turnover Intention* is marked by various matters relating to employee behavior, where these indications are used as a reference to predict the employee's intention to leave an organization, the indications are: 1. The increasing of absence, 2. Lazy to work, 3. The increasing of breaking the work rules, 4. The increasing of protest against company leader, 5. The Changes of behavior. According to [32] state that there are 5 indicators in *Turnover Intention*, namely: 1. Age, 2. Working Period 3. Education level and Intelligence, 4. Attachment to the organization, and 5. Job satisfaction.

Based on the description above, it can be synthesized that *Turnover Intention* is a plan and the intention of employees to leave their current organization/company based on various reasons. The indicators are: 1. Lazy to work, 2. Daring to break the rules, 3. Planning to move to another organization, and 4. Planning to stop working.

2.1.2. Organizational Culture

In line with Organizational Culture, [13] state that: “*organizational culture has been defined in several ways, organizational culture can be defined as the shared values and beliefs that enable member to understand their roles and the norms of the organization.*”

A part from the above definition, there are a number of important characteristics related to organizational culture as stated by [13] as follows: 1. *Observed behavioral regularities*, 2. *Norms*, 3. *Dominant values that the organization advocates and expect participants to share*, 4. *Philosophy*, 5. *Rules*, 6. *Organizational Climate*. According to [25] “*Organizational culture is a system of shared meaning held by members that*

distinguishes the organization from other organizations.” The followings are the indications of organizational culture as stated by [25]: 1. *Innovation and Risk Taking*, 2. *Attention to Detail*, 3. *Outcome Orientation*, 4. *People Orientation*, 5. *Team orientation*, 6. *Aggressiveness*, and 7. *Stability*.

Based on the description above, it can be synthesized that organizational culture is a shared value and trust that allows organizational members to understand the rules, guidelines, and norms that must be obeyed and implemented by every member of the organization. The organizational culture indicators include: 1. Innovation and risk taking, 2. More detailed attention, 3. Results orientation, 4. People orientation, 5. Team orientation, 6. Aggressiveness, and 7. Stability.

2.1.3. Compensation

According to [4] state that “*compensation is all forms of pay or rewards going to employees and arising from their employment*”. There are several forms of compensation provided by the organization to every employee. He divided compensation dimension into three components, namely:

1. *Direct financial payment* which is in the form of in the form of wages, salaries, incentives, commissions and bonuses.
2. *Indirect payment* is a form of benefits such as insurance or holidays for company or organizational funds.
3. *Non-financial rewards* is a form of compensation that is not easily quantified, such as rewards for more challenging employment, more flexible working hours and promotion of positions.

According to [6] compensation is what is received by the employee in the form of money in return for services provided by the employee (employee contribution) to the organization. Moreover, [6] says that There are two main indicators in the compensation system, namely: 1. Direct compensation. It is a compensation consisting of direct payments which include the provision of wages, salaries, and incentives and 2. Indirect compensation. It is a compensation consisting of insurance protection, severance pay, and facilities.

Based on the description above, it can be synthesized that compensation is all forms of compensation in the form of money or others given to employees who have done their work for the benefit of the organization, with indicators that include: 1.

Direct compensation in the form of: wages, salaries, and incentives and 2. Indirect compensation in the form of: insurance protection, severance pay and facilities.

2.1.4. Organizational Citizenship Behavior

According to [17] quoted from Organ, *Organizational Citizenship Behavior* is as “Individual behaviour that is discretionary, not directly or explicitly recognised by formal reward system, and that is in the aggregate promotes effective functioning of the organization. Organ in [17] defines that there are 5 five dimensions of organizational citizenship behavior consisting of: 1. *Altruism*, 2. *Civic Virtue*, 3. *Conscientiousness*, 4. *Courtesy*, 5. *Sportmanship*. According to [3] “*Citizenship behavior, which is defined as voluntary employee activities that may or may not be rewarded but contribute to the organization by improving the overall quality of the setting in which work takes place*”. Furthermore, [14] states that OCB is “*individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.*” He further classifies the indicators of *Organizational Citizenship Behavior* as follows: 1. Helping each other in work, 2. Attending and participating in every activity in the office, 3. Responsible for the existence of the organization, 4. Discipline, and 5. Not expecting retribution.

Hence, based on the description above, it can be synthesized that organizational citizenship behavior is the voluntary behavior of an individual employee to do work outside of his responsibilities directed by the employee towards his work and the organization where he works without compensation or coercion from the organization. The indicators are: 1. helping each other in work, 2. Attending and participating in every activity in the office, 3. Responsible for the existence of the organization, 4. Discipline, and 5. Not expecting retribution.

2.2. Methods

In this research, the researcher used quantitative method through a survey method with causal technique. The data were analyzed by using *structural equation modelling* (SEM) method. In collecting the data, the researcher used questionnaire which has been prepared beforehand. This research examined the interrelationship among research variables, as well as measure the influence of one variable with another. There were 4 variables in this research, namely: Organizational Culture (X1), Compensation (X2), *Organizational Citizenship Behavior* (X3), and *Turnover Intention* (Y).

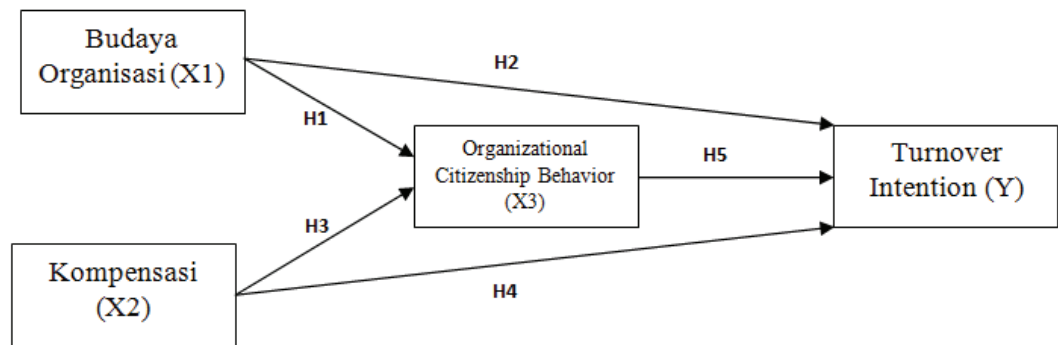


Figure 1: Research Constellation

The research hypotheses can be formulated as follows:

1. There is a positive direct influence of organizational culture on organizational citizenship behavior.
2. There is a direct negative influence of organizational culture on turnover intention.
3. There is a positive direct influence of compensation on organizational citizenship behavior.
4. There is a direct negative influence of compensation on turnover intention.
5. There is a direct negative influence of organizational citizenship behavior on turnover intention.
6. There is an indirect negative influence of organizational culture on turnover intention with organizational citizenship behavior as an intervening variable.
7. There is an indirect negative influence of compensation towards turnover intention with organizational citizenship behavior as an intervening variable.

The population in this research was the internal employees of Matahari Department Store at stores which include Arion Matahari Department Store, Atrium Matahari Department Store, Pondok Gede Matahari Department Store, Citraland Matahari Department Store, Artagading Matahari Department Store, and Pasarbaru Matahari Department Store. The total number population were 714 internal employees of Matahari Department Store with, and the total number of samples were 250 internal employees of Matahari Department Store. In this research, the researchers used a proportional random sampling technique. [31] stated that each member of the population has the same opportunity to become the object of research. Therefore, the sample size is adjusted to the analysis model used, namely the structural equation model (SEM).

3. Results

3.1. Goodness of Fit

The results of the questionnaires that were distributed to 250 respondents of the Matahari Department Store, and has been processed by using LISREL software. Goodness of fit is the indication of the comparative model specified with the covariance matrix between indicators or observed variables. If the goodness of fit produced by a model is bad, then the model must be rejected. Below is the statistics the goodness of fit:

TABLE 1: Goodness of Fit Statistics

Good of Fit Statistics	
Degrees of Freedom	= 4458
Minimum Fit Function Chi-Square	= 9689.34 (P = 1.00)
Normal Theory Weighted Least Squares Chi-Square	= 11785.68 (P = 1.00)
Estimated Non-centrality Parameter (NCP)	= 7327.68
90 Percent Confidence Interval for NCP	= (7009.57 ; 7653.10)
Minimum Fit Function Value	= 38.91
Population Discrepancy Function Value (F0)	= 29.43
90 Percent Confidence Interval for F0	= (28.15 ; 30.74)
Root Mean Square Error of Approximation (RMSEA)	= 0.081
90 Percent Confidence Interval for RMSEA	= (0.079 ; 0.083)
P-Value for Test of Close Fit (RMSEA < 0.05)	= 0.00
Expected Cross-Validation Index (ECVI)	= 37.40
90 Percent Confidence Interval for ECVI	= (47.64 ; 50.23)
ECVI for Saturated Model	= 48.92
ECVI for Independence Model	= 1116.03
Chi-Square for Independence Model with 4560 Degrees of Freedom	= 277699.63
Independence AIC	= 277891.63
Model AIC	= 9312.00
Saturated AIC	= 12181.68
Independence CAIC	= 278325.69
Model CAIC	= 13076.93
Saturated CAIC	= 30363.92
Normed Fit Index (NFI)	= 0.97
Non-Normed Fit Index (NNFI)	= 0.98
Parsimony Normed Fit Index (PNFI)	= 0.94
Comparative Fit Index (CFI)	= 0.98
Incremental Fit Index (IFI)	= 0.98
Relative Fit Index (RFI)	= 0.96
Critical N (CN)	= 121.28
Root Mean Square Residual (RMR)	= 0.094
Standardized RMR	= 0.053
Goodness of Fit Index (GFI)	= 0.50
Adjusted Goodness of Fit Index (AGFI)	= 0.68
Parsimony Goodness of Fit Index (PGFI)	= 0.68

From the table of the goodness of fit above, it can be seen that the value of Chi-square is large and the value of $p = (1.00 > 0.05)$, this means that the model is good because the value of Chi-square is small and $p > 0.05$. The value of the RMSEA model is 0.00. This indicates that the goodness of fit model is quite good. Below are the other indicators to assess model compatibility:

1. *Expected cross-validation index (ECVI)*

The value of ECVI in the above table is 37.40 which is smaller than ECVI Saturated is 48.92, and ECVI Independence is 1116.03. This shows that the model has a good fit. *Akaike Information Criterion (AIC)*

2. *Consistent Akaike Information Index (CAIC)*

The CAIC in the table above is 13076.93 which is smaller than CAIC Saturated that is 30363.92 and CAIC Independence is 278325.69. This shows that the model has a good fit.

3. *Parsimonious Goodness of Fit Index (PGFI)*

The value of PGM FI is 0.68 which is greater than 0.60. This shows that the model has a good fit.

4. *Parsimonious Normed Fit Index (PNFI)*

The value of PNFI in the table above is equal to 0.94 which is greater than 0.6. It shows that the model has a good fit.

5. *Comparative Fit Index (CFI)*

The value of CFI is equal to 0.98. This shows that the model has a good fit.

6. *Incremental Fit Index (IFI)*

The value of IFI is equal to 0.98. This shows that the model has a good fit

3.2. The Causal Relations among Variables

The results of questionnaires distributed to 250 respondents of the internal employees of Matahari Department Store have been processed by using LISREL software. The Analysis of structural models obtained estimated values of causal relationships among organizational culture variable (X1), compensation (X2), organizational citizenship behavior (X3), and standardized turnover intention (Y), while the hypothesis testing can be seen from the t-value. The following is a full path diagram of SEM with 4 latent variables

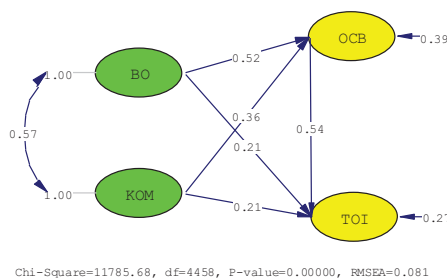


Figure 2: Structural Model (Standardized Solution)

From the results of the structural model analysis shown in Figures 2 and 3, it is estimated that the causal relationship among organizational culture variables (X1), compensation (X2), organizational citizenship behavior (X3), and standardized turnover

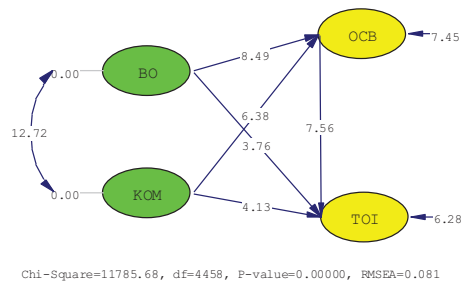


Figure 3: Structural Model (T-Value)

intention (Y) which is in the form of t-value and the value of standardized solution can be described as a causal relationship among variables as follows:

The structural equation of the causal relationship of each variable consisting of organizational culture variables (X1), compensation (X2), organizational citizenship behavior (X3) and turnover intention (Y). From the data processed by using the LISREL software, the structural equation is obtained as follows:

The parameter for the suitability of the structural model is R². The results of the structural model analysis obtained two structural equations that show the influence among the existing variables. From the first structural equation, R² = 0.61, which means organizational citizenship behavior can be explained by organizational culture and compensation at 61%. The second structural equation, R² = 0.73, which means turnover intention can be explained by the Organizational Citizenship Behavior, Organizational Culture, and Compensation at 73%.

4. Discussion

The Organizational Culture has a significant positive influence toward 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 [19] Mohant and Rath said that organizational culture can influence the application of organizational citizenship behavior. Furthermore [5] said that there was a significant influence between organizational culture on organizational citizenship behavior, namely organizational culture in an organization both formal and informal can influence the behavior of employees in taking action on their organizations, these actions can have an impact on both the organization and the opposite.

TABLE 2: The Causal Relations among Variables

No	Path	Standardized Coefficient	t.value	t.table	Significance	Conclusion
1	Organizational Culture → OCB	0.52	8.49	1.96	Significant	There is sufficient evidence that organizational culture has a direct positive influence on OCB
2	Organizational Culture → Turnover intention	0.21	3.76	1.96	Significant	There is sufficient evidence that organizational culture has a direct negative influence on turnover intention
3	Compensation → OCB	0.36	6.38	1.96	Significant	There is sufficient evidence that conflict management has a direct positive influence on employee performance
4	Compensation → Turnover intention	0.21	4.13	1.96	Significant	There is sufficient evidence that compensation has a direct negative influence on turnover intention
5	OCB → Turnover intention	0.54	7.56	1.96	Significant	There is sufficient evidence that OCB has a direct negative influence on turnover intention
6	Organizational Culture → Turnover Intention through OCB	0.32	3.50	1.96	Significant	There is sufficient evidence that organizational culture has an indirect influence on turnover intention through OCB
7	Compensation → Turnover intention through OCB	0.29	3.74	1.96	Significant	There is sufficient evidence that compensation has an indirect influence on turnover intention through OCB

TABLE 3: Structural Equations of Causal Relations

Structural Equations			
OCB = 0.52*BO + 0.36*KOM, Errorvar.= 0.39 , R ² = 0.61			
(0.061)	(0.056)	(0.053)	
8.49	6.38	7.45	
TOI = 0.54*OCB + 0.21*BO + 0.21*KOM, Errorvar.= 0.27 , R ² = 0.73			
(0.071)	(0.055)	(0.051)	(0.042)
7.56	3.76	4.13	6.28

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 [15] 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 [8] 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. In addition, a research conducted by [34] in her journal also found that organizational culture has a direct influence on turnover intention in the world of nursing work in South Korea.

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 [23] 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. Research conducted by [22] at PT. Hasta Karya Perdana found a significant influence between compensation with organizational citizenship behavior and intention to leave.

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 [33] in his book 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. [20] also said that the application of compensation within an organization can attract, maintain, motivate, and reduce the intention of employees to leave the organization.

Organizational citizenship behavior has a significant negative influence on turnover intention. It is due to the company was properly managed. This result strengthens the theory and findings by [1] that there was a significant negative relationship between organizational citizenship behavior and turnover intention. [28] 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. Research conducted by [21] found a significant negative relationship between organizational citizenship behavior and 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 a research conducted by [27] that organizational culture has an indirect influence on turnover intention mediated by organizational citizenship behavior variables. [29] in their research found an indirect significant relationship between organizational culture and turnover intention with organizational citizenship behavior as an intervening variable.

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 a research conducted by [11] that found the influence of human resource management practice, especially compensation systems for turnover intention mediated by Organizational Citizenship Behavior. Meanwhile, according to [10] in his research found a relationship between human resource practices, It is compensation with the turnover intention mediated by organizational citizenship behavior. Moreover, [18] in his research found the influence of compensation mediated by Organizational Citizenship Behavior that affects the intention of employees to leave their current organization (Turnover Intention).

5. Conclusions

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. Organizational citizenship behavior has a direct negative influence on turnover intention, 6. Organizational culture has an indirect negative influence on turnover intention through organizational citizenship behavior, and 7. Compensation has an indirect negative influence on turnover intention through organizational citizenship behavior.

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Conflict of Interest

The authors have no conflict of interest to declare.

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