EFFECT OF COMPENSATION, TRAINING, AND QUALITY OF WORK LIFE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

Ahmad Farub
Youngsan University, South Korea
Email: farubahmad@yahoo.com

Anto Purwanto
Busan National University, South Korea
Email: antopurwantoa@pusan.ac.kr

Abstract
A strong company or organization is based on superior human resources. Efforts to improve company performance must continue to be made so that the company or organization can develop and achieve its goals. To achieve this it is necessary to know the factors that can improve company performance. This literature study reveals the role of rewards in influencing organizational citizenship behavior (OCB) employees in the company. In addition, training also has a positive impact on OCB employees. Then the quality of work life of employees also has a positive effect on employee OCB which is useful to support the performance of the organization or company.

Keyword: Organizational Citizenship Behavior (OCB), Rewards, Training, Quality of Work Life.

INTRODUCTION
One of the important things that concerns the organization or company, is getting benefits. The existence of one benefit obtained is an indication that the organization's company performance is in good condition, and that means that the company's or organizational goals are achieved. All resources owned are oriented to obtain profit / benefit as an indicator of organizational performance. But in reality all the efforts made do not always produce good performance. To achieve organizational goals and overcome various problems in the organization, requires extra effort to overcome them, or what is commonly called organizational citizenship behavior (OCB).

According to Kinicki and Fugate (2012), OCB is employee behavior that exceeds job-role requirements. This means that OCB is an extra-role behavior performed by employees in an organization or company. Individuals who have high OCB tend to have positive behaviors in the organization, for example an employee will prioritize the interests of coworkers by giving help to coworkers, always be careful, efficiency in using time, sportsmanlike and positive, polite and obedient, and wise in responding various problems that arise in the organization, including when the organization is experiencing difficulties or setbacks.

But in reality, many employees or members of organizations behave that reflect OCB is very rare. Researchers in the pre-research orientation point to the factual conditions that employees who are willing to work outside office hours generally expect overtime pay. It is hard to find an employee willing to work outside of his primary role for the benefit of the company. This condition is a reflection of the low organizational citizenship behavior of employees or members of an organization in an organization or company.
Such conditions are not automatic in the organization. But there are factors that influence it. First, rewards. Compensation is an element of service provided by the company to employees for services provided in order to achieve company goals. The reward system can be reflected through the efforts of the company/organization to provide physical remuneration in the form of: wages/salaries, benefits, incentives, additional income. Also in the form of recognition of performance and responsibility. Appreciation in the form of rewards and recognition becomes an important means for employees to meet their various needs in life and its important role in the organization. Therefore, if the reward system is perceived fairly and appropriately, it will encourage positive behavior, such as doing work even if it is outside its role. In other words, employees or members of the organization will try to be part of a good company. Then the members of the organization also try to carry out activities that are useful even though it is outside their obligations or duties. All is done solely for the progress of the company. The results of Suresh and Venkatammal (2010) also prove that rewards which are aspects of the organizational climate have a significant effect on OCB. This shows that rewards affect OCB employees.

The second factor is training. Training is a systematic effort made to improve employee competencies and skills that are important tools for personal development that are not only intended to develop expertise in employees, but to support the performance of employees within the company. With good training, it is expected that there is an improvement in employee skills so that an employee is able to improve his career and can contribute more to the progress of the company. Implementation of quality training, both in terms of instructors, medotes, curriculum, and facilities will encourage employees to be more eager in carrying out their duties. Providing good training will also give the impression that the company pays attention to the needs of employees, so employees will also try to give the best to the company. Noor (2009) results also prove that training and development are positively and significantly correlated with OCB. This shows that training has an effect on OCB employees.

Third, the quality of work life, namely the totality of employee experience at work that includes a safe and healthy work environment. Quality of work life includes physical and psychological aspects for an employee. An employee is said to have a good quality of work life if in work he is in a healthy and safe environment for his physical health. In addition, the employee is said to have a good quality of work life because he has the opportunity to develop individual abilities, get opportunities for growth and personal guarantees. Personal guarantees can include feelings of social support that can encourage employees' personal identities, the existence of communal feelings, high mobility, and the right to personal confidentiality, as well as having the right to refuse, as well as socially responsible.

Such conditions are needed in building OCB within a company or organization, because the existence of employees in a pleasant work environment is able to motivate employees to carry out activities that are beneficial to the development of the company, regardless of whether these activities are their duties or not. Because employees are encouraged to work voluntarily to do jobs that have a positive impact on the progress of the company.

Organizational Citizenship Behavior (OCB) in the world of work environment management is considered important because of its role which is able to encourage positive behavior within the company (Kashani, 2012). So much research is carried out within the company to find out what factors influence the OCB's behavior. As research by Kashani proves that the quality of work life has a significant effect on OCB. This proves that the quality of work life affects OCB employees. So in this literature study trying to find out
whether rewards directly affect employee OCB? Besides that, does the training have a direct effect on OCB employees? And does the quality of work life directly affect employee OCB?

**DISCUSSION**

Organizations, including corporate organizations, are often faced with uncertain situations. Both the management conditions which means internal conditions or environmental or external conditions of the company. In these unplanned and unpredictable conditions. Often companies need extra support from members of the organization so that the stability of management or the company is maintained. Extra-role behavior of members / employees is commonly referred to as organizational citizenship behavior (OCB). OCB is important for work especially when an employee works not alone or in a group. Members in the team will be more caring, responsive, and will form a positive team and mutual trust between members (Colquit, Lepine and Wesson, 2015). OCB, according to Kinicki and Fugate (2012), “employee behavior that exceed work-role requirement,” namely employee behavior that exceeds job-role requirements. Bolino and Turnely as quoted by Schultz and Schultz (2006) explain OCB as follows:

> “Putting forth effort, doing more for your employer than the minimum requirements of your job. It includes such behaviors as taking on additional assignments, voluntary assisting other people at work, keeping up with the developments in one’s field or profession, following company rules even when no one is looking, promoting and protecting the organization, and keeping a positive attitude and tolerating inconveniences at work.”

That means showing that OCB is a continuous effort and works more than the minimum standards required by the company or organization.

Where as according to Organ as quoted by Luthans (2011) defines OCB as discretionary individual behavior, indirectly or explicitly recognized by the formal reward system, and in the aggregate promotes the effective functioning of the organization. Robbins and Judge (2007) said, “OCB is discretionary behavior that is not part of an employee's formal job requirement, but that nevertheless promotes the effective functioning of the organization.” OCB is a policy behavior that is not part of the formal work needs of employees, but it still promotes the effective functioning of the organization. Slocum and Hellriegel (2007) said that “OCB exceeds formal job duties but is often necessary for the organizational survival, including its image and acceptance.” This can be interpreted that organizational citizenship behavior exceeds formal work tasks but is often needed for organizational survival, including image and acceptance. Meanwhile, according to McShane and Glinow (2015), OCB is employee behavior beyond certain tasks. It also includes various forms of collaboration and helping others who support the organization's social and psychological context.

According to Aldag and Reschke as quoted by Alotaibi (2001), OCB is also known as “good citizenship behavior and good soldier syndrome, organizational citizenship behavior is one form of prosocial behavior.” So OCB is also a prosocial behavior.

While Schnake, as quoted by Alotaibi (2001), defines it as “functional, extra-role, prosocial behavior, directed at individuals, group, and/or an organization.” This shows that OCB as functional, extra role, prosocial behavior, directs individuals, groups or organizations. Whereas Kreitner and Kinicki (2010) mentioned that “OCB consist of employee behavior that are beyond the call of duty.” This confirms that OCB consists of employee behavior that is
outside the call of duty. According to Organ, as quoted by Tschannen-Moran (2004), OCB is implemented in five dimensions, namely: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

At first Altruism; namely the importance of the interests of others, for example, giving help to new coworkers, and providing time for others by showing it directly to other individuals. This nature naturally without any rules made by company management. However, the contribution to efficiency is based on increasing individual performance.

Second, conscientiousness; is a cautious nature, such as the efficiency of using time, high attendance is a contribution to the efficiency of both individuals and groups in the company.

Third, sportsmanship; that is, sportsmanship and positivity, such as avoiding petty complaints and complaints, is to maximize the total amount of time spent in constructive efforts in the organization.

Fourth, courtesy; is polite and obedient, such as through a warning letter, or prior notice, and passing on information appropriately is to help prevent problems and maximize the use of time.

Fifth, civic virtue; it is wise or good membership, such as serving committees or committees, performing functions even if they are not required to help give a good impression to the organization, and provide services needed for the interests of the organization (Tschannen-Moran, 2004).

Compentation

Byars and Rue (2008) mention that compensation is “all the extrinsic rewards that employees receive in exchange for their work: composed of the base wage or salary, any incentives or bonus, and any benefits.” Compensation is all extrinsic benefits received by employees in exchange of work consisting of basic salary, incentives or bonuses and benefits. Meanwhile Milkovich and Newman stated that compensation is all forms of financial returns, tangible services, and benefits received by employees as part of employment relations. With appropriate rewards and being able to fulfill employee rights will encourage positive employee behavior in work so that it will have an impact on his concern for the company and extra-role behavior in the company.

Training

As stated Mondy and Noe (2005) that training is “activities designed to provide learners with the knowledge and skill needed for their present jobs.” This means that training is an activity designed to provide learners or participants with the knowledge and skills needed for future work. Meanwhile, according to Mathis and Jackson, training is a learning process that makes a employee gain skills and knowledge to help achieve goals. For Byars and Rue (2008), training as “a learning process that involves the acquisition of skills, concepts, rules, or attitudes to enhance the performance of employees”. Meaning, training is a learning process that involves the achievement of a number of skills, concepts, rules, or behaviors to improve employee performance. Meanwhile Bernadin and Russell define training as any effort to improve employee performance in jobs currently held or related to it. Training given by the company to employees will give employees a better understanding of their role in the company. With this good understanding, employees will have many initiatives to do things that are beneficial to the development of the company. So it can be understood that training will be able to increase the extra-role of employees within the company.
Relevance of Research yet

Relevant research on the effect of rewards on OCB can be seen from Suresh and Venkatammal (2010) research using survey methods. The results of his research prove that rewards which are an aspect of the organizational climate significantly influence OCB. The results of Noor (2009) conducted by the survey method also showed that training and development were positively and significantly correlated with OCB. This shows that the training has a significant effect on OCB employees.

Relevant research related to the influence of quality of work life on OCB, among others, was carried out by Kashani (2012) on a company in Iran, namely Deshald involving a sample of 145 with survey methods. The results show that indicators of quality of work life which include quality of work life, adequate and fair compensation, safe and healthy environment, growth and security, development of human capabilities, total life space, social integration, constitutionalism, dan social relevance memiliki pengaruh signifikan terhadap organizational citizenship behavior.

CONCLUSION AND RECOMMENDATION

Based on the theory and discussion above, it can be concluded that the reward, training, and quality of work life towards Organizational Citizenship Behavior (OCB). To achieve the goals of the company or organization, it should pay attention to employee rights such as rewards, training, and pay attention to the quality of work life of employees within the company or organization. Providing appropriate rewards and regular training members will help employees be able to build organizational citizenship behavior. Included also by providing a good quality of work life within the company will help employees or organizations find comfort and security for work so that it will improve organizational citizenship behavior.

REFERENCES


