

The Influence of Work Motivation, Work Discipline, Organizational Commitment, and Compensation on Organizational Citizenship Behavior

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ABSTRACT

The purpose of this study is to investigate the impact of work motivation, discipline, and organizational Commitment, and Compensation Irganizational Citizenship Behavior. This study employs a quantitative technique. This study's sample included 103 personnel from Banyumas Regency's Population and Civil Registration Service. Sampling used a saturated sample method (census). This study collected data through the use of a questionnaire. The data was analyzed using SPSS 26. The results of the investigation revealed that work motivation had a positive and significant effect on OCB, work discipline did not affect OCB, organizational commitment did not affect OCB, and compensation has a favorable and considerable effect on OCB.

INTRODUCTION

Population administration services are basic services that are the authority of individual citizens in Indonesia so that every citizen has a legitimate citizenship identity. Law Number 23 of 2006 concerning Population Administration is based on the basis for implementing population administration services. Service activities that include improvements, arrangements in publishing archives and population information by registering the population, civil data collection, population administration information management and effectiveness, the results of which are then used for public services and other development areas called Population Administration Services (Fania et al., 2023).

The Population and Civil Registration Service is an element that organizes government affairs that are the authority of the Region in the field of population administration and civil registration as well as assistance tasks that are delegated to the Region. The government sector has various Cost, quality, planning, and security are examples of issues and complex factors. The government sector involves many parties with various expertise. This cannot be separated from the role of humans as the main resource in a government system. So that human resource management is one of the keys to success in the sustainability of the organization. One of the key factors for the success of quality of good human resources is essential for the population and civil registration service to achieve their vision and goal (Oktavia et al., 2023).

According to Endratno & Afrizal (2020), human resources are an important factor in the survival of an organization. Therefore, an organization really needs to effectively manage human resources, since those who have quality and well-managed human resources can create employees with Organizational Citizenship Behavior (OCB). This happens because superior human resources are able to provide a work atmosphere that encourages and stimulates workers to give more, even beyond their main responsibilities (M.A Susilo et al., 2020).

Organizational Citizenship Behavior is behavior and attitudes that benefit the organization that cannot be found on the basis of formal role obligations or in the form of contracts or recommendations (Rizal Yulianto et al., 2023). According to ((Ningtiyas, 2021) If employees in the organization have good Organizational Citizenship Behavior, then they can control their own behavior and are able to choose according to the needs of their place of work. OCB is affected by numerous elements, one of which is work motivation. Work motivation is a crucial factor in a corporation, if an employee feels unmotivated in working, then the employee will not do his job optimally (Dilla et al., 2023).

Work motivation is a driving tool, stimulant or driver that exists within a person to behave and work well and diligently in accordance with the tasks and obligations that have been given to him to achieve the goals of a (Mustikasari et al., 2023). The existence of work motivation with the diligence, effort, and behavior of employees can usually spur the OCB of the employees themselves. Conditions outside and inside the room can create

enthusiasm for work. An employee who works in conditions that are not conducive such as a lack of diligence will reduce the employee's work results (Nuryansya et al., 2022).

Motivation is an important factor that management must consider if a company wants its employees to contribute to the organization. If employees have high motivation, then the employees will also be enthusiastic about their work (Dewi & Riana, 2019). There are earlier research projects carried out by Dilla et al., (2023), Nuryansya et al., (2022), Tontoli et al., (2022), Novita (2021), Bakhtiar et al., (2021), Saputra et al., (2021), D. Susilo & Muhardono (2021), Oberlin et al., (2023) argues that work motivation has a favorable and considerable impact on organizational citizenship behavior. Meanwhile, according to Patiwaal et al., (2021), work motivation has a negative and significant effect on Organizational Citizenship Behavior.

Citizenship in Organizations Other elements, such work discipline, can also have an impact on behavior. In an attempt to increase knowledge and readiness to follow all corporate policies Considering pertinent social norms, supervisors employ work discipline as a technique to engage with staff members and get them to change their behavior. Good discipline reflects employees have a strong sense of duty approach the assignments given to him. Therefore, work discipline is needed in an organization so that there is no deviation or negligence in carrying out work (Surito et al., 2020).

The most crucial operational role of human resources management is discipline because stronger employee discipline leads to higher achievable work performance. (Sutanja, 2019). Previous study was done by Setyowati et al., (2023), Suseno et al., (2021), Barza et al., (2019), Junianto & Suwitho (2020), claimed that organizational citizenship conduct is considerably and favorably impacted by work discipline. Meanwhile, according to Tahier et al., (2022) work discipline has a negative and significant effect on Organizational Citizenship.

Furthermore, Corporate Citizenship Organizational commitment can also have an impact on behavior. According to (Djatola & Hilal, 2022), Loyalty, trust, and loyalty to an organization are all components of organizational commitment. The relationship between people and companies is thus described by organizational commitment; if people have a high level of organizational commitment, they will be loyal, trustworthy, and supportive of the company where they work. According to Fauziah & Jaya (2022) In an organization, organizational commitment is crucial because it is a positive feeling that employees have to continue to survive and be involved in the organization or company. A lack of responsibility in performing one's obligations is reflected in low organizational commitment.

According to Allen and Meyer (1991) that organizational commitment is built from three dimensions, namely affective commitment, which is a commitment based on positive feelings and emotions in the organization. Continuous commitment, which is a commitment based on the needs and dependence of the organization. Normative commitment is based on a sense of obligation and responsibility to the organization. Based on previous research conducted by Patiwaal et al., (2021), Hadiwijaya (2024), Fauziah & Jaya (2022),

Wahyu et al., (2021), and Maulana (2020), Organizational commitment has a favorable and considerable impact on organizational citizenship behavior. In addition, according to Takdir et al., (2020) and Priyandini et al., (2020) who stated that corporate commitment has a negative and considerable impact on organizational citizenship behavior.

Other factors that can influence Organizational Citizenship namely compensation. According to (Misbahuddin et al., 2021) compensation is a company's reward for Employees make sacrifices of time, energy, and thinking have given to the company. Compensation is anything that is constituted or considered equivalent. According to Hadi & Prawansa (2022) the provision of compensation is closely related to the motivation of each employee. Employees expect the compensation received in compliance with the assigned responsibilities by the company. If the company provides compensation within the form of pay raises and appropriate positions, it is expected to encourage employee motivation and discipline.

There are previous studies conducted by Novita (2021), Hadi & Prawansa (2022), D. Susilo & Muhardono (2021), Syahbilal et al., (2023), and Suseno et al., (2021), with research results stating that compensation has a favorable and strong impact on organizational citizenship behavior. According to Misbahuddin et al., (2021), Stephanie et al., (2024) and Utami et al., (2022) compensation It has a detrimental and severe impact on organizational citizenship behavior.

Based on these variables, the researcher conducted observations at the Banyumas Civil Registration Office. Based on an interview with Mr. Dwi as the employee manager, there was a phenomenon faced by the office, namely limited work facilities, especially old computers and many components that were not functioning properly. This problem caused employees to experience obstacles when doing their work, thereby reducing employee work motivation and work discipline in carrying out their main tasks and functions. In addition, there was another problem, namely the lack of rest time, especially for employees in the service department. Because there was no set rest time, employees had to take turns to continue carrying out their duties, so they could not get adequate rest time. This situation is related to the Organizational Citizenship Behavior variable, where employees voluntarily showed an attitude of helping each other to maintain smooth operations. However, if this condition continues, it can cause employees to no longer voluntarily do this.

Based on the existing phenomenon, the researcher conducted a study at Dindukcapil Banyumas. This study is a development study of (Patiwael et al., 2021) with the title "The Influence of Motivation, Work Discipline and Organizational Commitment on Organizational Citizenship Behavior (OCB) on Employees of the Yogyakarta City Regional Disaster Management Agency". To develop other independent variables that can be tested against Organizational Citizenship Behavior, the researcher added one variable, namely compensation. In addition, there are also differences in the research subjects. Based on these reviews and differences, The researcher wants to undertake a study titled "The Influence of Work Motivation, Work Discipline,

Organizational Commitment and Compensation on Organizational Citizenship Behavior of Dindukcapil Employees of Banyumas Regency".

LITERATURE REVIEW

Theory of Planned Behavior (TPB)

Icek Ajzen created the Theory of Planned Behavior (TPB), sometimes known as the Theory of Planned Behavior, in the late 1980. The theory of reasoned action has evolved into this more contemporary theory. TPB is a theory used to understand and predict human behavior in a particular context or to explain what aspects underlie a person in deciding to behave. This theory states that the intention to perform a behavior is the main factor in whether a person will perform the behavior or not Intention. Three influencing factors, attitude, subjective norms, and perceived behavioral control can have an impact on this (Siqueira et al., 2022).

It is crucial for people to comprehend the rationale behind the conduct's necessity, since this study use the Theory of Planned conduct to determine how a behavior will be displayed by an individual.

Organizational Citizenship Behavior

According to Bustomi et al. (2020), Organisational citizenship behaviour is an attitude that is carried out by an individual who has complete freedom (voluntarily) in deciding actions and mutual understanding without requesting payment or other formal rewards to the organization. As a result, this behavior is very beneficial and helpful. Employees' OCB conduct is demonstrated by their willingness to volunteer for additional company responsibilities and their compliance with workplace rules and regulations. Every member of the current organization should appropriately execute this OCB conduct, as it can benefit the business and its employees (Lukito, 2020).

Work Motivation

Workplace motivation is the state that propels workers to be inspired to accomplish objectives (Bakhtiar et al., 2021). Work motivation is closely related to OCB because High levels of employee motivation will also result in an increase in their OCB behavior toward the organization. The work motivation shown by an employee reflects how the work spirit and drive to give the best for the company or organization (Azis, 2022). This is corroborated by studies carried out by Dilla et al., (2023), Nuryansya et al., (2022), Tontoli et al., (2022), Novita (2021), Bakhtiar et.al., (2021), Saputra et al., (2021), Oberlin et al., (2023), D. Susilo & Muhardono (2021), asserting that organizational citizenship behavior is positively and significantly impacted by job motivation.

H1: Work motivation has a significant positive effect on organizational citizenship behavior.

Work Discipline

Work discipline can be defined as an individual's awareness of and readiness to follow all social norms and organizational regulations that are

relevant to the organization. Improving work discipline will have a significant impact on the company's organization's improvement of citizenship behavior (Barza et al., 2019). In an organization, work discipline is very necessary to fulfill the objectives of the organization (Sadat et al., 2020). This is backed up by studies carried out by Setyowati et al., (2023), Suseno et al., (2021), Barza et al., (2019), Junianto & Suwitho (2020) stating that organizational citizenship behavior is positively and significantly impacted by work discipline.

H2: Work discipline has a significant positive influence on organizational citizenship behavior.

Organizational Commitment

An agreement that is mutually accepted by all employees of an organization on rules and the execution of objectives that must be accomplished jointly in the future is known as organizational commitment (Budiantara et al., 2022). This is corroborated by research showing that OCB behavior is impacted by commitment, as employees with high levels of commitment will increase OCB behavior. This will encourage employees to do something more than the company's targets. So that commitment can make employees carry out tasks voluntarily (Azis, 2022). This is corroborated by study done by Patiwael et al., (2021), Hadiwiajaya, (2024), Fauziah & Jaya, (2022), Wahyu et al., (2021), Maulana (2020), Organizational Citizenship. Organizational commitment influences behavior in a good and meaningful way.

H3: Organizational Commitment Has a Significant Positive Influence on Organizational Citizenship Behavior.

Compensation

Compensation is a tool that can advance organizational goals by providing rewards. These rewards can be tangible or intangible which are given fairly as a form of exchange for contributions made by employees (Bunawan & Turangan, 2021). Compensation is one of the variables that determines employee behavior to carry out tasks with conscience on their own awareness without being forced by superiors (D. Susilo & Muhardono, 2021). This is backed up by studies carried out by Novita (2021), Hadi & Prawansa (2022), D. Susilo & Muhardono, (2021), Syahbilal et al., (2023), dan Suseno et al., (2021), Organizational Citizenship Behavior is positively and significantly impacted by Compensation.

H4: Compensation Has a Significant Positive Influence on Organizational Citizenship Behavior

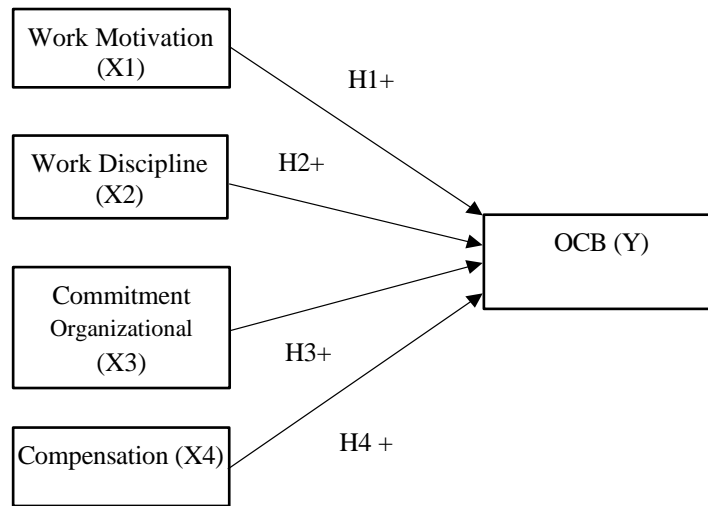


Figure 1. Conceptual Framework

METHODOLOGY

This research is quantitative research with Every member of the Civil Registration Service and Population as many as 103 employees as the population and sample. Sampling using saturated sampling (census), with all employees as respondents. Primary data collected by means of direct questionnaire dissemination is the type of data utilized. This research used a Likert scale of One to five points for measurement. This research uses Multiple Linear Regression Analysis as its methodology, Technique and the tool used in conducting data analysis is SPSS 26.

RESEARCH RESULT

Respondent Characteristics

Table 1. Respondent Characteristics

Classification	Amount	Presentation
Gender		
Man	66	64%
Woman	37	36%
Age		
<20	6	6%
21-30	25	24%
31-40	41	40%
>41	31	30%
Education		
SMA	38	37%
D3	16	16%
S1	47	46%
S2	2	2%
Employee		
Still	45	44%
Contract	58	56%

Based on the data above, there are 103 respondents who filled out the questionnaire. It can be said that the majority of respondents are male, numbering 66 with a percentage of 64%, because it is related to field needs that require physical abilities and mobility that are more commonly found in men, as well as the need to work overtime. The average age of respondents is dominated by 31-40 years old, because that age is considered a productive age in a career, where employees already have sufficient experience and ability to take on greater responsibilities in the company. While for employee education, it is dominated by S1 as many as 47, because the company requires employees with adequate abilities and a sufficient level of education for the company's needs.

Descriptive Statistical Test

Table 2. Descriptive Statistical Test

Variabel	Mean	Std. Deviasi	Min	Max
Work Motivation (X1)	49,34	3,561	44	62
Work Discipline (X2)	34,03	2,553	29	40
Organizational Commitmen (X3)	55,70	4,980	44	66
Compensation (X4)	30,38	2,856	23	37
OCB(Y)	31,28	2,735	24	39

Table 2 shows that the work motivation variable (X1) has a standard deviation of 3,561, an average of 49,34, a maximum value of 62, and a minimum value of 44. The work discipline variable (X2) has a standard deviation of 2,553, an average of 34,03, a maximum value of 40, and a minimum value of 29. The organizational commitment variable (X3) has a standard deviation of 4,980, an average of 55,70, a minimum value of 44, and a maximum value of 66. The value of the compensation variable (X4) ranges from 23 to 37, with an average of 30.38 and a standard deviation of 2.856. The values of the OCB variable (Y) range from 24 to 39, with an average of 31.28 and a standard deviation of 2.735.

Validity Test

The R table in this study was 0.161 which was obtained from the value of n (103) and the level of significance (5%). The test results stated that $r_{count} > r_{table}$ (0.161) so that all statements were declared valid as research instruments.

Reliability Test

Table 3. Reliability Test

Variabel	Cronbach Alpha	N of Items
Work Motivation (X1)	0,703	13
Work Discipline (X2)	0,765	8
Organizational Commitmen (X3)	0,822	16
Compensation (X4)	0,699	8
OCB(Y)	0,811	8

It is evident from the preceding table that every study. The Cronbach alpha value of the variable is higher than 0.6, indicating that each variable's assertions are deemed reliable.

Normality Test

Table 4. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		103
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,21496418
Most Extreme Differences	Absolute	,127
	Positive	,127
	Negative	-,093
Test Statistic		,127
Asymp. Sig. (2-tailed)		,000 ^{c,d}
Monte Carlo Sig. (2-tailed)		,065

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

To determine normality, the One-Sample Kolmogorov-Smirnov test was used. If the Kolmogorov-Smirnov significance value is larger than 0.05, it indicates that the data is normally distributed. Table 4 indicates a significance value of 0.065 > 0.05, indicating that the variables are regularly distributed.

Multikollinearity Test

Table 5. Multikollinearity Test

Variabel	Tolerance	VIF
Work Motivation (X1)	0,706	1,416
Work Discipline (X2)	0,907	1,102
Organizational Commitmen (X3)	0,786	1,272
Compensation (X4)	0,817	1,224

In this test, the data is considered to have no multicollinearity issues if the tolerance value is greater than 0.10 and the VIF value is less than 10.00. Table 5 indicates that there is no multicollinearity issue because all VIF values are less than 10.00 and tolerance values are greater than 0.10.

Heteroscedasticity Test

Table 6. Glejser Heteroscedasticity Test

Variabel	Value Sig.	Sig.	Information
Work Motivation (X1)	0,138	0,05	There is no heteroscedasticity
Work Discipline (X2)	0,070	0,05	There is no heteroscedasticity
Organizational Commitmen (X3)	0,853	0,05	There is no heteroscedasticity
Compensation (X4)	0,475	0,05	There is no heteroscedasticity

When using the Glejser test to test for heteroscedasticity, the premise is that there there is no heteroscedasticity issue if the significance value is higher than 0.05. Heteroscedasticity symptoms are absent, as indicated by table 6, which shows that the significance value is higher than 0.05.

Determination Coefficient Analysis

Table 7. Determination Coefficient Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,587a	,344	,317	2,260

According to table 7, the determination coefficient test findings indicate an adjusted R square value of 0.317, indicating that the factors of organizational commitment, work motivation, work discipline, and compensation have a 31.7% impact on OCB. However, factors not included in this study have an impact on the remaining 68.3%.

Multiple Linear Regression Test

Table 8. Multiple Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	5,043	4,125		1,223	,224
	Work Motivation	,191	,075	,248	2,549	,012
	Work Discipline	,081	,092	,076	1,885	,379
	Organizational Commitmen	,080	,051	,146	1,587	,116
	Compensation	,316	,087	,300	3,642	,000

a. Dependent Variable: OCB

Based on table 8, it can be seen that the multiple linear regression equation is as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

$$Y = 5,043 + 0.191X_1 + 0.081X_2 + 0.080X_3 + 0.316X_4 + \varepsilon$$

The interpretation of the regression equation is:

β : A constant of 5,043 units indicates that an employee's OCB is 5,043 units if their organizational commitment, work motivation, work discipline, and compensation all have zero values or stay the same.

β_1 : The Work Motivation variable's regression coefficient value is positive at 0.191, meaning that, assuming all other variables stay the same, an increase of one unit in Work Motivation results in an increase of 0.191 units in employee OCB.

β_2 : The Work Discipline variable's regression coefficient value is positive at 0.081, meaning that, assuming all other variables stay the same, an increase of one unit in Work Discipline results in an increase of 0.081 units in employee OCB.

β_3 : The Organizational Commitment variable's regression coefficient value is positive at 0.080, meaning that, assuming all other variables stay the same, an increase of one unit in Work Motivation results in an increase of 0.080 units in employee OCB.

β_4 : The Compensation variable's regression coefficient value is positive at 0.316, meaning that, under the assumption that all other variables stay the same, employee OCB increases by 0.316 units for every unit rise in Compensation.

T-Test (Partial)

Table 10. T-Test

Variabel	T hitung	T tabel	Sig
Work Motivation (X1)	2,549	1,984	,012
Work Discipline (X2)	0,885	1,984	,379
Organizational Commitmen (X3)	1,587	1,984	,116
Compensation (X4)	3,642	1,984	,000

The following are the research findings for the t-test based on table 10:

1. The findings of the OCB work motivation t-test showed a significant value of $0,012 < 0.05$ and a t-count value of $2.549 > 1.984$. Therefore, H1 is accepted, indicating that OCB is positively and significantly impacted by job motivation.
2. The work discipline t-test findings on OCB showed a significance value of $0,379 > 0.05$ and a t-count value of $0,885 < 1.984$. Therefore, H2 is denied, indicating that OCB is unaffected by work discipline.
3. The t-test of organizational commitment to OCB yielded a significant value of $0,116 > 0.05$ and a t-value of $1.587 < 1.984$. Therefore, H3 is denied, indicating that OCB is unaffected by organizational commitment.

4. The t-count value of $3,642 > 1.988$ and a significance value of $0.000 < 0.05$ were the results of the compensatory t-test on OCB. Therefore, H4 is approved, indicating that OCB benefits greatly from compensation.

DISCUSSION

The Influence of Work Motivation on Organizational Citizenship Behavior

The findings indicate that work motivation has a favorable and significant influence on OCB. Thus, it is possible to establish that Organisational Citizenship Behavior (OCB) of employees of the Population and Civil Registration Service of Banyumas Regency is determined by a high level of work motivation. This study is related to the Theory of Planned Behavior (TPB), where work motivation influenced by attitude (positive attitude towards work), subjective norms (supportive social norms), and perceived behavioral control (ability to control behavior) can influence employee intention to carry out Organizational Citizenship Behavior (OCB), which will ultimately affect employee behavior in carrying out actions that support organizational success. This result is in line with previous research conducted by Dilla et al., (2023), Nuryansya et al., (2022), Tontoli et al., (2022), Novita (2021), Bakhtiar et al., (2021), Saputra et al., (2021), Oberlin et al., (2023), D. Susilo & Muhardono (2021) which stated that work motivation has a positive and significant effect on OCB. This study is not in line with the research conducted by Patiwaal et al., (2021) which found that work motivation has a negative and significant effect on Organizational Citizenship Behavior.

The Influence of Work Discipline on Organizational Citizenship Behavior

Based on the results of the second hypothesis test, it was found that work discipline has no effect on OCB. Thus, it can be stated that high work discipline does not affect the level of OCB in the organization. This happens because of high discipline, employees only carry out tasks, responsibilities and obligations that must be carried out by employees according to their positions. Because of this discipline, employees do not want to interfere with other people's work and only work according to their duties. This result is in line with research conducted by Tahier et al., (2022) which states that work discipline has no effect on OCB. This study is not in line with research conducted by Setyowati et al., (2023), Suseno et al., (2021), Barza et al., (2019), Junianto & Suwitho (2020), which states that work discipline has a positive and significant effect on Organizational Citizenship Behavior.

The Influence of Organizational Commitment on Organizational Citizenship Behavior

The results obtained show that organizational commitment has no effect on OCB. Thus, it can be stated that high Organizational Commitment does not affect the level of OCB in the organization. Because employees who have high commitment only focus on the work given to them by the organization. So, they do not interfere with other people's work and only focus on their main tasks and functions. This result is in line with research conducted by (Priyandini et al., 2020) which states that organizational commitment has no effect on Organizational

Citizenship Behavior. This study is not in line with research conducted by Patiwael et al., (2021), Hadiwiajaya, (2024), Fauziah & Jaya (2022), Wahyu et al., (2021), and Maulana (2020), organizational commitment has a positive and significant effect on Organizational Citizenship Behavior.

The Influence of Compensation on Organizational Citizenship Behavior

Based on the results of the fourth hypothesis test, it was found that compensation has a positive and significant effect on OCB. This means that compensation is one of the variables that determines employee behavior to carry out activities voluntarily of their own accord without being forced by superiors or others. With adequate compensation and in accordance with employee contributions, employees will feel appreciated and recognized, thereby increasing better Organizational Citizenship Behavior (OCB), such as helping coworkers, participating in organizational activities, and improving overall performance. These results are in line with research conducted by Novita, (2021), Hadi & Prawansa, (2022), D. Susilo & Muhardono (2021), Syahbilal et al., (2023) and Suseno et al., (2021), with research results stating that compensation has a positive and significant effect on OCB. There are previous studies that are not in line, namely according to Misbahuddin et al., (2021), Stephanie et al., (2024) and Utami et al., (2022) stating that compensation has a negative and significant effect on Organizational Citizenship Behavior.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research that has been conducted, it can be concluded that:

1. The study's findings show that the organizational citizenship behavior of Banyumas Population and Civil Registration Service personnel is positively and significantly impacted by the job motivation component.
2. The study's findings show that employees of the Banyumas Population and Civil Registration Service Exhibit Organizational Citizenship Behavior independent of the job discipline variable.
3. According to the study's findings, employees of the Banyumas Population and Civil Registration Service Exhibit Organizational Citizenship Behavior independent of the organizational commitment variable.
4. The study's findings show that Dindukcapil employees' organizational citizenship behavior is positively and significantly impacted by the remuneration variable.

The researcher offers recommendations for the Population and Civil Registration Service based on the findings of this investigation. Banyumas Regency based on questionnaire items that have a low value for each variable. Through research conducted on OCB variables using the questionnaire with one of the items being "Submitting reports and work plans earlier than expected", the Organization needs to improve communication, set clear deadlines, and motivate employees to improve discipline and efficiency in submitting reports and work plans.

Meanwhile, in the work motivation variable, there is an item "I enjoy working with other people more than working alone". Organization needs to increase opportunities for teamwork and communication between employees to increase job satisfaction and productivity.

In the Work Discipline variable, there is an item "I receive a decent wage", the Organization needs to review the wage system to ensure that employees receive a decent wage and in accordance with industry standards, and consider periodic wage increases to increase employee satisfaction.

Then in the organizational commitment variable there is an item " I won't think the offer is a valid excuse to depart if I receive a better job offer from another company. my company," Organization need to improve employee satisfaction and build stronger relationships to increase employee loyalty.

Then in the compensation variable there is an item "There are incentives outside the salary received by employees, the Organization needs to consider providing additional incentives outside of salary, such as bonuses, allowances, or award programs, to increase employee motivation and satisfaction.

Meanwhile, suggestions for Organization to improve performance and awareness of Organization developments, employees need to be more proactive in seeking information, participating in training and development, and actively participating in company discussions and activities.

ADVANCED RESEARCH

This study only uses variables of work motivation, work discipline, organizational commitment and compensation. In addition, the sample used in this study is very limited. So based on the existing limitations, further researchers are expected to be able to add other variables outside of this study, and can expand the population or conduct research on other objects that may have a better impact on further research.

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