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Jurnal Ilmu Pemerintahan

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Bridging the gap: investigating the mediating role of organizational citizenship behavior in the relationship between job satisfaction, compensation, and work loyalty

Elvia Siskha Sari^{1*)}, Dasman Lanin², Aldri Frinaldi³

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Abstract

This research is motivated by the low level of employee work loyalty. This research aims to analyze the influence of job satisfaction and compensation on employee work loyalty with organizational citizenship behaviour as an intervening variable in the Padang City Government. The population in this study were all employees in the Regional Government of Padang City, totaling 8522 employees. The sampling technique used a purposive sampling technique with a sample size of 99 respondents. The sampling technique used in this research used the Probability Sampling method with the proportional stratified random sampling technique. The data analysis technique in this research uses path analysis techniques. Based on the research results, the conclusions of this research can be described as follows: 1) Job satisfaction has a positive and significant effect on employee work loyalty. 2) Compensation has a positive and significant effect on employee work loyalty. 3) Organizational Citizenship Behaviour has a positive and significant effect on employee work loyalty. 4) Job satisfaction has a positive and significant effect on employee organizational citizenship behaviour. 5) Compensation has a positive and significant effect on the organizational citizenship behaviour of employees in the Padang City Government.

Keywords: *compensation, job satisfaction, organizational citizenship behaviour, work loyalty*

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Introduction

The role of human resources has become increasingly significant in fostering competitiveness inside enterprises throughout the contemporary era of globalization (Mukherjee, 2018; Turulja & Bajgoric, 2018). The absence of highly competent human resources in their respective domains of work and responsibility poses a significant risk to the success and sustainability of a company (Stahl et al., 2020). Multiple elements of human resources play a crucial role in facilitating enhanced organizational performance (Mishra, 2017). Employees who exhibit strong individual performance are likely to contribute positively to the firm's overall performance. Nevertheless, the absence of employee loyalty inside an institution or organization significantly threatens its sustainability (Firfiray et al., 2018). Loyal employees demonstrate a solid commitment to enhancing the company's achievements. Instead of seeking alternative opportunities, opting to remain employed with the organization is regarded as the most favorable course of action. According to Tanwar and Prasad (2016), loyal employees remain with a particular organization for an extended period. According to a study conducted by

Sreeram et al. (2017), loyalty has a crucial role in shaping the behavior of individuals within a company.

According to Ahmad (2018), an indication that can be employed to assess employee work loyalty is the extent to which employees adhere to organizational rules and regulations. The extent to which employees adhere to regulations can be observed through their level of discipline in complying with working hours policies. According to data obtained from the Padang City Personnel and Human Resources Development Agency, it has been revealed that in the year 2022, a total of 912 employees, which accounts for approximately 10.7% of the overall workforce of 8522 employees during that period, will be subjected to disciplinary measures due to their infringements on attendance regulations, varying in severity from minor to significant. Thirteen individuals were given verbal warnings by their superiors, while sixteen received written warnings. Additionally, fourteen individuals were issued written statements expressing dissatisfaction from their superiors. Thirteen individuals faced the penalty of Periodic Salary Postponement for one year, while eight individuals experienced the penalty of Postponement of Promotion for the same duration. Furthermore, seventeen individuals were subjected to a sentence of Demotion to a Lower Level for one year, and twenty-one individuals received a sentence of Demotion to a Lower Level for three years. Nine individuals were found to have engaged in employee misconduct by doing fraudulent acts, leading to financial losses for multiple victims and adversely affecting the organization's reputation.

Henceforth, the municipal administration of Padang City has transferred 384 public officials since 2021. The correlation between employee transfers and work loyalty has a multifaceted nature. Employee transfers can have both positive and negative impacts on work loyalty. In employee transfers, businesses must prioritize observing and administrating employee work loyalty. Several factors can impact employee job loyalty in the context of transfers, including open communication, recognition of employee contributions, career advancement opportunities, and support provided during the transfer process.

In addition, when fulfilling their responsibilities in public service, civil officials inevitably encounter circumstances that may deviate from their initial expectations. (Rosenbloom et al., 2022). The fulfillment of service demands frequently necessitates employees' willingness to extend their working hours beyond the standard office schedule to optimize service provision. Nevertheless, based on concise interviews conducted with many employees, a notable proportion exhibited a demeanor of apathy when requested to participate in activities beyond regular working hours, despite the urgency of the situation, citing that it fell outside their designated work hours. The indifference to the involvement of their co-workers in assuming tasks and obligations under such circumstances is evident.

Loyalty encompasses a range of employee engagement activities wherein individuals invest their energy, cognitive abilities, and time toward attaining organizational objectives (Rameshkumar, 2020). Employees with a strong sense of loyalty exhibit traits such as obedience, a sense of duty, commitment, and honesty.

Nevertheless, it is essential to acknowledge that within an agency or business, a variation exists in individuals' loyalty levels. A multitude of reasons can influence loyalty. Job satisfaction has been identified as a significant determinant of employee loyalty (Izvercian et al., 2016).

Job satisfaction can be defined as an individual's subjective evaluation of several aspects of their employment, including but not limited to remuneration, job characteristics, opportunities for advancement, supervisory support, and interpersonal relationships with colleagues. (Abdullah et al., 2021). The presence of a favorable attitude among individuals towards their work has the potential to contribute to both advancement and job satisfaction. Conversely, unfavorable attitudes toward their work may indicate job dissatisfaction. (Armstrong & Taylor, 2020). Every worker expects to receive a salary that adequately reflects their level of effort. Therefore, concerns sometimes arise because wages are not commensurate with the requirements of other companies offering the same job. As we often see and hear, this dissatisfaction can trigger demonstrations and strikes. Amissah et al. (2016) Job satisfaction can be influenced by various factors, including financial compensation such as salary or earnings, the nature of the job, opportunities for career advancement, quality of supervision, and interactions with colleagues. If an employee experiences satisfaction with their salary or wages, finds their work environment comfortable, expresses contentment with the promotion program within their organization, evaluates their performance as a supervisor positively, and expresses satisfaction with their colleagues, it is anticipated that these factors will contribute to an increase in employee loyalty.

In addition to job happiness, remuneration is a significant determinant of work loyalty. Compensation refers to the reciprocal remuneration paid to the workforce in response to their energy utilization or provision of services. Compensation refers to the remuneration an organization provides to its employees in exchange for using the organization's labor force. (Bidwell et al., 2015). Every employee aspires to receive a satisfactory salary. Consequently, disparities in remuneration that do not align with individual demands and those offered by comparable firms frequently give rise to dissatisfaction and discontent. The current state of discontent has the potential to incite public rallies and labor strikes, as has been extensively documented and discussed in recent literature. (Della Porta et al., 2017).

In addition to job happiness and salary, organizational citizenship conduct is another influential feature impacting employee work loyalty. Organizational Citizenship Behaviour (OCB) refers to employees' voluntary, genuine, and enthusiastic behavioral attitude without the need for explicit orders or control from the organization. This aligns with the assertion made by Organ, Podsakoff, and Mackenzie (2016), who posited that extra-role behaviors within an organization encompass voluntary, genuine, and enthusiastic employee actions that are not driven by external incentives and have the potential to enhance organizational performance. According to Deery et al. (2017), there exists a positive correlation between the level of Organizational Citizenship Behaviour (OCB) exhibited by employees and their performance within the organization. Agarwal (2016) comprehensively describes Organizational Citizenship Behaviour (OCB) as a type of work that extends beyond an employee's primary responsibilities. This includes activities such as assisting colleagues with their tasks, exhibiting punctuality by arriving early and staying late, effectively maintaining organizational facilities, and engaging in positive actions that contribute to the organization's overall well-being.

The manifestation of employee organizational citizenship behavior is seen inside the administrative structure of the Padang City Regional Government. A subset of

employees exhibits a reduced inclination to assist their colleagues, as indicated by the data collected, which reveals a low level of corporate citizenship behavior among employees. According to the findings of a survey conducted in 2022 among 30 employees of the Padang City Regional Government, 19 individuals exhibited a high level of organizational citizenship behavior, while 11 employees showed a poor level of organizational citizenship behavior. It might be argued that a considerable proportion of employees still exhibit a poor level of corporate citizenship behavior.

The author's research has also been investigated by Umar Nimran. In addition to in-role behavior, the business also expects and demands extra-role behavior from its employees, which is referred to as organizational citizenship behavior (OCB). Enhanced job satisfaction and overall work-life balance (OCB) precede higher employee performance. The expectations placed on employees by society for superior or high-caliber service determine how well they perform. Numerous important inferences may be drawn from this research data, including the importance of salary in terms of both directly and indirectly improving employee performance. This research aims to analyze job satisfaction with employee work loyalty, organizational citizenship behavior with employee work loyalty, job satisfaction with organizational citizenship behavior, and compensation for organizational citizenship behavior in the Regional Government of Padang City.

Research Methods

This research uses statistical data analysis techniques with the help of SPSS and an associative quantitative approach. A quantitative approach is used in research proposals, processes, hypotheses, downgrades, data analysis, and conclusions. Writing uses measurements, calculations, formulas, and certainty of numerical data. The population in this study was 8522 employees. The sample for this research was ninety-nine civil servants within the Regional Government of Padang City. The sampling technique used in this research was probability sampling with proportional stratified random sampling. Sugiyono (Sugiyono, 2010) States that the Proportional Stratified Random Sampling technique is taken directly from the population at random. Each element of the population has the same probability of selection. Furthermore, every possible sample of this particular size has the same desirability of being chosen independently of every other element. The sample is obtained by a random procedure from the sampling frame. The instrument used in this research was a questionnaire using a Likert scale. According to Creswell & Creswell (2003), the Likert scale measures a person's attitudes, opinions, and perceptions about social phenomena."

The choice of the Likert scale in this research is based on considerations that will be measured: a person's opinions, perceptions, and opinions regarding the values of job satisfaction (X1) and compensation (X2), which will influence employee work loyalty in the Padang City Regional Government (Y). In Creswell's (2014) *Opinion: The Likert scale is suitable for measuring the attitudes, opinions, or perceptions of a person or group of people about social events or phenomena.* Path analysis was used to test the hypothesis in this research.

In this research, the respondents were Civil Servants in the Padang City Government. The primary data used in this research was obtained using a list of statements (Questionnaire) distributed directly. The number of respondents who were research subjects was 99 Civil Servant respondents in the Padang City Government. Respondent demographic data in the table below

Table 1. Characteristics of Respondents

	Information	Amount	Percentage (%)
Gender	Man	58	58.6
	women	41	41.4
Total		99	100
Age	20-30 years	25	25.3
	31-40 years	43	43.4
	41-50 years	17	17.2
	51-60 years	11	11.1
	61-70 years	3	3.0
Total		99	100
Education	SMU	17	17.2
	Academy (Diploma)	14	14.1
	S1	45	45.5
	S2	22	22.2
	S3	1	1.0
Total		99	100
Years of service	< 5 years	25	25.3
	6-10 years	35	35.4
	11-15 years	16	16.2
	16-20 years	16	16.2
	21-25 years	5	5.1
	> 26 years	2	2.0
Total		99	100

Source : processed by SPSS

Results and Discussion

Path Analysis Results

This study's path analysis is divided into two path substructures. The first sub-structure analysis will demonstrate how work experience and discipline affect motivation at work. The impact of work experience, motivation, and work discipline on employee performance will be demonstrated in the third sub-structure study. The outcomes of the data analysis for each sub-structure are explained in the following:

Sub Structure Analysis Results 1

In this section, an analysis of the influence of the independent variables, namely job satisfaction (X1) and compensation (X2), is carried out on the dependent variable, namely organizational citizenship behavior (X3). The results of data processing and interpretation of research results are presented based on the following table data:

Table 2. Results of Path Coefficient Analysis of Job Satisfaction (X1) and Compensation (X2) Variables on the Dependent Variable, namely Organizational Citizenship Behaviour (X3).

Endogenous Variables	Exogenous Variables	Path Coefficient	t _{count}	Sig.	Information
Organizational citizenship behaviour (X ₃)	Job satisfaction (X ₁)	0.307	3.596	0.001	Significant
	Compensation (X ₂)	0.276	2.206	0.030	Significant

R Square = 0,226
F count = 14.042
F Sig. = 0,000

Source : processed by SPSS

Based on the results of path analysis in sub-structure 1, it is known that the calculated F value is 14.042 with a significance value of $0.000 < 0.05$. This means that the job satisfaction and compensation variables significantly affect organizational citizenship behavior. The results of data analysis in sub-structure one can be entered into the path equation as follows:

$$X_3 = P_{yx1}X_1 + P_{yx2} X_2$$

$$X_3 = 0,307X_1 + 0,276X_2$$

The path coefficient for the influence of other variables outside the research model on integrity can be calculated using the following formula:

$$P_{ye} = \sqrt{1 - r^2_{yx_1, \dots, X_k}}$$

$$P_{ye} = \sqrt{1 - 0,226}$$

$$P_{ye} = \sqrt{0,774}$$

$$P_{ye} = 0,880$$

Thus, it is known that the path coefficient of the influence of other variables on organizational citizenship behavior is 0.880. So, it is known that the magnitude of the influence of other variables on organizational citizenship behavior outside of job satisfaction and compensation is 88%, with a calculation of $0.774 \times 0.774 = 0.880$.

The chart of path analysis results in sub-structure two can be described as follows:

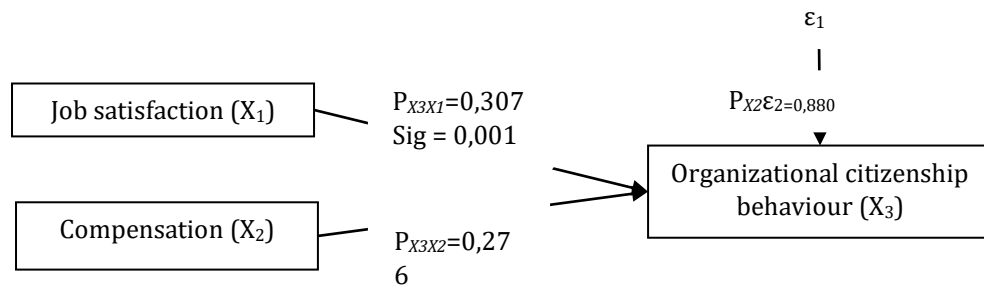


Figure 1. Substructure Path Coefficient 1 Influence of X1 and X2 on X3

Source: processed by the author

Results of sub-structure analysis 2

To analyze the influence of the variables job satisfaction (X₁), compensation (X₂), and organizational citizenship behavior (X₃) on employee work loyalty (Y), both jointly and partially. The results of the data analysis are presented in the following table:

Table 3. Results of Path Coefficient Analysis for the Variables Job Satisfaction (X₁), Compensation (X₂), and Organizational Citizenship Behaviour (X₃) on Employee Job Loyalty (Y)

Endogenous Variables	Exogenous Variables	Path Coefficient	t count	Sig	Information
Work Loyalty (Y)	Job satisfaction (X ₁)	0.234	2.681	0.009	Significant
	Compensation (X ₂)	0.365	2.953	0.004	Significant
	Organizational citizenship behaviour (X ₃)	0.320	3.258	0.002	Significant

R Square = 0.388
F count = 20.100
F Sig. = 0,000

Source : processed by SPSS

Based on the results of path analysis in sub-structure 2, it is known that the calculated F value is 20.100 with a significance value of $0.000 < 0.05$. This means that together, the variables of job satisfaction (X1), compensation (X2), and organizational citizenship behavior (X3) have an impact on employee work loyalty (Y). The results of data analysis in sub-structure two can be entered into the path equation as follows:

$$Y = P_{yx1}X_1 + P_{yx2} X_2 + P_{yx3} X_3$$

$$Y = 0,234X_1 + 0,365X_2 + 0,320X_3$$

The path coefficient for the influence of other variables outside the research model on performance can be calculated using the following formula:

$$P_{ye} = \sqrt{1 - r^2_{yx_1, \dots, X_k}}$$

$$P_{ye} = \sqrt{1 - 0,388}$$

$$P_{ye} = \sqrt{0,612}$$

$$P_{ye} = 0,782$$

Thus, it is known that the path coefficient of the influence of other variables on work loyalty is 0.782. So, it is known that the magnitude of the influence of other variables on work loyalty is 78.2%, with a calculation of $0.612 \times 0.612 = 0.721$. The chart of path analysis results in sub-structure two can be described as follows:

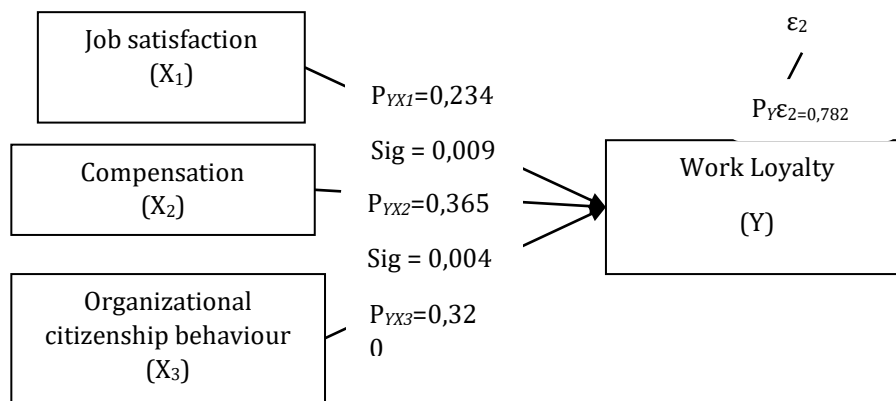


Figure 2. Path Coefficient of Variables X1, X2 and X3 Against (Y)

Source : *Source : processed by the author*

After analyzing the path of sub-structures 1 and 2, the path analysis results chart can be depicted as follows:

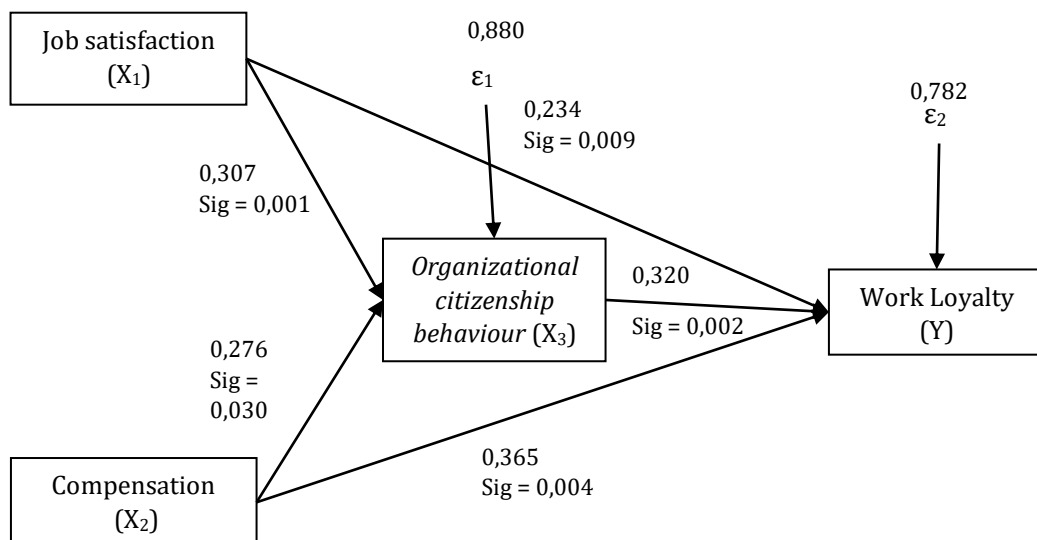


Figure 3. Path Analysis

Source : *processed by author*

First Hypothesis Testing

The first hypothesis is "job satisfaction has a significant effect on employee work loyalty in the Padang City government agency environment." Based on data analysis for testing the first hypothesis, it is known that the path coefficient for the influence of job satisfaction on work loyalty (Px1y) is 0.234 with a significance value of 0.009. If the significance value is compared with the alpha significant level ($\alpha=0.05$), it is evident that the significance value is smaller than the significance level used ($0.009 < 0.05$). This means the first hypothesis is accepted at 95% confidence. The conclusion is that job satisfaction significantly affects employee work loyalty in Padang City government agencies.

Second Hypothesis Testing

The second hypothesis is "compensation has a significant effect on employee work loyalty in the Padang City government agency environment." Based on data analysis for testing the second hypothesis, it is known that the path coefficient for the influence of compensation on work loyalty (Px2y) is 0.365 with a significance value of 0.004. If the significance value is compared with the alpha significant level ($\alpha=0.05$), it is evident that the significance value is smaller than the significance level used ($0.030 < 0.05$). This means the second hypothesis is accepted at 95% confidence. The conclusion is that compensation significantly affects employee work loyalty in Padang City government agencies.

Third Hypothesis Testing

The third hypothesis is "organizational citizenship behavior has a significant effect on employee work loyalty in the Padang City government agency environment." Based on data analysis for testing the third hypothesis, it is known that the path coefficient for the influence of organizational citizenship behavior on work loyalty (Px3y) is 0.320 with a significance value of 0.002. If the significance value is compared with the alpha significant level ($\alpha=0.05$), it is evident that the significance value is smaller than the significance level used ($0.002 < 0.05$). This means the third hypothesis is accepted at 95% confidence. The conclusion is that organizational citizenship behavior significantly affects employee work loyalty in the Padang City government agency environment.

Fourth Hypothesis Testing

The fourth hypothesis is "job satisfaction has a significant effect on organizational citizenship behavior of employees in the Padang City government agency environment." Based on data analysis for testing the fourth hypothesis, it is known that the path coefficient for the influence of job satisfaction on organizational citizenship behavior (Px1x3) is 0.307 with a significance value of 0.001. If the significance value is compared with the alpha significant level ($\alpha=0.05$), it is evident that the significance value is smaller than the significance level used ($0.0401 < 0.05$). This means the fourth hypothesis is accepted at 95% confidence. In conclusion, job satisfaction significantly affects employees' organizational citizenship behavior in Padang City government agencies.

Fifth Hypothesis Testing

The fifth hypothesis is "compensation has a significant effect on organizational citizenship behavior of employees in the Padang City government agency environment." Based on data analysis for testing the fifth hypothesis, it is known that the path coefficient for the influence of compensation on organizational citizenship behavior (Px2x3) is 0.276 with a significance value of 0.030. If the significance value is compared with the alpha significant level ($\alpha=0.05$), it is evident that the significance

value is smaller than the significance level used ($0.030 < 0.05$). This means the fifth hypothesis is accepted at 95% confidence. The conclusion is that compensation significantly affects employees' organizational citizenship behavior in Padang City government agencies.

Direct Effect

The direct influence of X1 on Y

$$\begin{aligned} X_1 \text{ against } Y &= Y \leftarrow X_1 \rightarrow Y \\ &= (P_{YX_1}) (P_{YX_1}) \\ &= (0,234) (0,234) \\ &= 0,054 = 5,4\% \end{aligned}$$

Based on the formula above, it is known that the direct influence of job satisfaction on work loyalty is 5.4%.

The direct influence of X2 on Y

$$\begin{aligned} X_2 \text{ against } Y &= Y \leftarrow X_2 \rightarrow Y \\ &= (P_{YX_2}) (P_{YX_2}) \\ &= (0,365) (0,365) \\ &= 0,133 = 13,3\% \end{aligned}$$

Based on the formula above, it is known that the direct effect of compensation on work loyalty is 13.3%.

Direct influence of X3 to Y

$$\begin{aligned} X_3 \text{ against } Y &= Y \leftarrow X_3 \rightarrow Y \\ &= (P_{YX_3}) (P_{YX_3}) \\ &= (0,320) (0,320) \\ &= 0,102 = 10,2\% \end{aligned}$$

Based on the formula above, it is known that the direct influence of organizational citizenship behavior on work loyalty is 10.2%.

Direct influence of X1 to X3

$$\begin{aligned} X_1 \text{ against } X_3 &= X_3 \leftarrow X_1 \rightarrow X_3 \\ &= (P_{X_3X_1}) (P_{X_3X_1}) \\ &= (0,307) (0,307) \\ &= 0,094 = 9,4\% \end{aligned}$$

Based on the formula above, it is known that job satisfaction has a direct influence on organizational citizenship behavior, which is 4.5%.

Direct influence of X2 to X3

$$\begin{aligned} X_2 \text{ against } X_3 &= X_3 \leftarrow X_2 \rightarrow X_3 \\ &= (P_{X_3X_2}) (P_{X_3X_2}) \\ &= (0,276) (0,276) \\ &= 0,076 = 7,6\% \end{aligned}$$

Based on the formula above, it is known that the direct effect of compensation on organizational citizenship behavior is 7.6%

Indirect Effects

Based on data analysis, information was obtained that all exogenous variables have a significant effect on endogenous variables. The indirect influence of job satisfaction, compensation, and organizational citizenship behavior variables on work loyalty can be determined.

$$\begin{aligned} \text{Indirect influence of X1 on Y through } X_3 \quad Y \leftarrow X_3 \leftarrow X_1 \rightarrow Y &= P_{YX_1} \cdot P_{X_3X_1} \cdot P_{YX_3} \\ &= 0,234 \times 0,307 \times 0,320 \\ &= 0,023 = 2,3\% \end{aligned}$$

Based on the formula above, it is known that the contribution of the job satisfaction variable to work loyalty through the organizational citizenship behavior variable is 2.3%. This means that job satisfaction (X1) is a contribution to work loyalty (Y) through organizational citizenship behavior (X3), amounting to 2.3%.

Indirect influence of X2 on Y through X3

$$\begin{aligned}
 Y \leftarrow X_3 \quad X_2 \rightarrow Y &= P_{yx2} \cdot P_{x3x2} \cdot P_{yx3} \\
 &= 0,365 \times 0,276 \times 0,320 \\
 &= 0,032 = 3,2\%
 \end{aligned}$$

Based on the formula above, it is known that the contribution of the compensation variable to work loyalty through the organizational citizenship behavior variable is 3.2%. This means that compensation (X2) contributes to work loyalty (Y) through organizational citizenship behavior (X3), amounting to 3.2%.

The influence of job satisfaction on employee job loyalty in Padang City Government Agencies

Based on the results of path analysis testing, it shows that the job satisfaction variable has a significant influence on work loyalty in the Padang City Government Agency Environment (sig = 0.009 < 0.05), so the first hypothesis is accepted that job satisfaction has a direct effect on work loyalty in the City Government Agency Environment Padang. The better job satisfaction, the more employee loyalty will increase, or the lower the job satisfaction, the more work loyalty will decrease. This research results align with previous studies, which also show a positive relationship between job satisfaction and employee work loyalty. Job satisfaction is one of the critical factors that can influence employee work loyalty in government agencies. This means that heads of organizations or agency management must consider factors that can increase employee job satisfaction and work loyalty. Job satisfaction is paramount for employees to feel satisfied, motivated to work better, and loyal to their agency.

Job satisfaction is an individual thing, and each individual has a different level of satisfaction. Job satisfaction is an essential aspect of a person within an organization because job satisfaction, according to Karanika-Murray et al. (2015), can increase employee morale and employee loyalty to the company. This is proven by research conducted by Hanaysha & Tahir (2016), who found a positive and significant relationship between job satisfaction and employee loyalty to the company. If job satisfaction increases, employee loyalty to the company will also increase. Meanwhile, the emergence of loyalty in individuals towards the organization is influenced by the individual's ability to obey, carry out, and practice something that is obeyed with full awareness and responsibility. However, apart from individuals being able to agree to something that is obeyed with full awareness, several factors influence this loyalty, including providing sufficient salaries, pension benefits, working regulations, incentives, rewards or compensation, and job satisfaction.

This research results align with previous studies that show a positive relationship between job satisfaction and employee work loyalty. Job satisfaction is one of the critical factors that can influence employee work loyalty in government agencies. This means that heads of organizations or agency management need to pay attention to factors that can increase employee job satisfaction in order to increase their work loyalty. Job satisfaction is very important for employees to feel satisfied with their work, motivated to work better, and loyal to their agency.

Overall, employee job satisfaction is the key to increasing their loyalty to the organization. This emphasizes the importance of management's attention and efforts in

creating working conditions that meet employee needs and expectations. For this reason, heads of organizations or agency management need to pay attention to factors that can increase employee job satisfaction, such as fair remuneration and adequate compensation.

The influence of compensation on employee work loyalty in Padang City Government Agencies

Based on the results of path analysis testing, it shows that the compensation variable has a significant influence on work loyalty in the Padang City Government Agency Environment ($\text{sig} = 0.004 < 0.05$), so the second hypothesis is accepted that compensation has a direct effect on work loyalty in the Padang City Government Agency Environment. The better the compensation, the more employee loyalty will increase, or conversely, the lower the compensation, the more work loyalty will decrease. Compensation is one of the main motivations and reasons why employees work. This is as stated by Curtis & Taylor (2018): "Employees use their knowledge, skills, energy, time and commitment, not merely to dedicate or dedicate themselves to the organization, but also to other goals they want to achieve, namely expecting rewards or Employees are treated very well in terms of salary, benefits, and training remuneration for the resulting work performance and productivity." Wong et al. (2017) further explains that "salary and benefits play an important role in attracting people to work creatively and feel at home in the company. Thus, it is very important to determine a fair salary amount that is appropriate and useful."

Providing compensation that is appropriate to employee performance will increase loyalty. This is as stated by Robbin and Judge (2018), who says, "Pay bigger salaries or compensation, and you will get workers who have better qualifications, are highly motivated, and will stay with the organization for a long time." Employees who stay with the organization for a long time are employees whose work loyalty is high. This is as stated by Kreitner and Kinicki (2003): "Employees are treated very well in terms of salary, benefits, and training so that they remain employed for a long period of time."

This research results align with previous research, stating that compensation has a positive and significant influence on employee loyalty (Pulawan, 2020). These findings indicate that the better the compensation given to employees, the greater their loyalty to the organization will increase. Other research also says that providing fair and beneficial compensation can increase employee motivation and job satisfaction, which in turn will increase their loyalty to the organization.

Overall, the role of compensation in increasing employee loyalty cannot be denied. By providing adequate and appropriate compensation, companies can build a sense of employee commitment and loyalty to the organization. For this reason, agencies must understand the importance of managing compensation well as a strategy to maintain and increase employee loyalty and maintain the continuity and success of the agency in the long term.

The influence of organizational citizenship behaviour on employee work loyalty in Padang City Government Agencies

Based on the results of path analysis testing, it shows that the organizational citizenship behavior variable has a significant influence on work loyalty in the Padang City Government Agency Environment ($\text{sig} = 0.002 < 0.05$), so the third hypothesis is accepted that organizational citizenship behavior has a direct effect on work loyalty in the Agency Environment Padang City Government. The better the organizational

citizenship behavior, the more employee loyalty will increase, or conversely, the lower the organizational citizenship behavior, the more work loyalty will decrease. Organizational Citizenship Behaviour (OCB) is voluntary behavior carried out by employees outside their official duties and aims to improve organizational performance. Meanwhile, work loyalty is employee trust and loyalty towards the organization.

There is a strong relationship between OCB and work loyalty. Employees who behave OCB tend to be more loyal to their work organization. This is because the voluntary behavior carried out by these employees shows that they have a high commitment to the organization and are ready to give their best. Apart from that, OCB behavior also reflects that employees have a solid attachment to organizational values and a desire to contribute positively to the organization. This builds employees' sense of attachment and emotional attachment to the organization, which can ultimately increase their work loyalty. Numerous scholars have examined the connection between job loyalty and Organizational Citizenship Behavior (OCB). According to Chiaburu & Byrne (2009), OCB can boost employee loyalty at work because these individuals typically have a strong sense of loyalty to their company. Similarly, the research conducted by Elvina et al., (2023) corroborates this notion, demonstrating that OCB exerts a positive influence on employee work loyalty within the public sector of Taiwan.

From the expert views above, it can be concluded that OCB and work loyalty have a strong relationship and mutually influence each other. Employees who exhibit OCB behavior tend to have higher work loyalty, and organizations can strengthen employee loyalty by promoting and rewarding their OCB behavior.

The influence of job satisfaction on organizational citizenship behaviour in Padang City Government Agencies

Based on the results of path analysis testing, it shows that the job satisfaction variable has a significant influence on organizational citizenship behavior in the Padang City Government Agency Environment ($\text{sig} = 0.001 < 0.05$), so the fourth hypothesis is accepted that job satisfaction has a direct effect on organizational citizenship behavior in the Agency Environment Padang City Government. The better job satisfaction, the more organizational citizenship behavior will increase; conversely, the lower the job satisfaction, the less organizational citizenship behavior will decrease. Job satisfaction for employees can be seen from the comfort of employees in carrying out work responsibilities given by the organization, the existence of programs provided by the company to improve employee welfare, the facilities provided by the company to support employee performance, the provision of salaries that are by the minimum wage so that they can meet their needs. Daily, there are opportunities to develop employees' abilities; superiors give attention to subordinates and colleagues who support each other in their work.

Employees' organizational citizenship behavior is strongly influenced by their job happiness, according to research conducted by the Padang City Government Agency. This is consistent with earlier studies that demonstrate how employee OCB behavior might be impacted by job satisfaction. According to this study, participants who were happy with their jobs were more likely to actively participate in OCB activities that benefited the company. They are more committed to performing duties that are not part of their job description, such as lending a hand to colleagues, imparting knowledge, and taking the initiative to streamline procedures. These results are consistent with a study by Ismail et al. that discovered that workers' levels of OCB can rise in response to

high job satisfaction (Zeinabadia, 2010). According to this research, a higher level of job satisfaction will motivate staff members to act more pro-actively and positively inside the company, which will enhance performance levels across the board. Therefore, it can be said that organizational citizenship behavior in government entities is positively influenced by job satisfaction. In this particular context, it can be asserted that job happiness among employees has a direct bearing on the development of organizational citizenship behavior (OCB) that enhances success.

The influence of compensation on organizational citizenship behaviour of employees in Padang City Government Agencies

The results of path analysis testing show that the compensation variable has a significant influence on organizational citizenship behavior in the Padang City Government Agency Environment ($\text{sig} = 0.030 < 0.05$), so the fourth hypothesis is accepted that compensation has a direct effect on organizational citizenship behavior in the City Government Agency Environment Padang. The better the compensation, the more the employee's organizational citizenship behavior will increase or vice versa. The lower the compensation, the organizational citizenship behavior. Research conducted by Juniari & I Gede Riana (2015) found that providing compensation had a positive and significant effect on Organizational Citizenship Behaviour (OCB). In line with research conducted by (Garay, 2006), it was found that compensation policies that act as rewards will give rise to extra-role behavior in employees.

Research conducted by Juniari & I Gede Riana (2015) found that giving gifts had a positive and significant effect on organizational citizenship behavior (OCB). In line with research conducted by Garay (2006), it was found that peace policies that act as rewards will give rise to extra-role behavior in employees. One proof that an organization cares about its employees is by paying attention to the compensation that its employees will receive. One of the criteria for assessing a company is to see how an organization treats its employees. Attention to compensation is an essential activity for companies to retain existing employees. Compensation that is in line with employee expectations will motivate employees to work. Employees who feel that their compensation is appropriate will try to improve their performance, produce better work results, work harder, and even carry out tasks outside their obligations. They do not mind doing all that because the organization has cared for them. Supporting research is research conducted by Their research found a positive and significant influence between compensation and OCB.

The research results show that compensation significantly and positively influences organizational citizenship behavior. This means that in the Padang City Government Agency environment, the better the compensation received by employees, the higher the level of organizational citizenship behavior shown by the employee. This will encourage employees to act outside their responsibilities to support the organization's success and improve overall performance.

Conclusion

This study attempts to shed light on how organizational citizenship behavior, welfare, and job satisfaction affect workers' degree of work loyalty in the Padang City government setting. The results, with a line coefficient of 0.234 and a significance of 0.009, demonstrate that work loyalty is positively and significantly influenced by job satisfaction. Similarly, pay, which has a path coefficient value of 0.365 and a significance of 0.004, has been shown to have a positive and substantial impact on work loyalty.

Organizational Citizenship Behavior also has a significant contribution to work loyalty, with a path coefficient of 0.320 and a significance of 0.002. In addition, this research underlines the importance of policies that pay attention to job satisfaction and adequate welfare in increasing employee work loyalty.

This research is limited by its relatively small size, namely only 99 Civil Servants in the Padang City Government. Therefore, it is hoped that future research can expand the population and sample coverage, perhaps by involving civil servants and honorary employees from other regions. In addition, future researchers are expected to be able to conduct a more in-depth exploration of the interaction between job satisfaction, compensation, and Organizational Citizenship Behavior with work loyalty. This will provide a more comprehensive and in-depth understanding of the factors that influence work loyalty, so that it can provide a more substantial contribution to human resource management practices in government environments.

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