

The Role of Job Satisfaction as a Mediating Factor in the Relationship between Motivation and Organizational Citizenship Behavior among Cinema XXI Employees

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ABSTRACT

The purpose of this study was to examine the effect of Organizational Behavior, job satisfaction, motivation and reward is not only as important as motivation, but also affects the ethics of DKI Jakarta XXI Cinema employees. Employees are expected not only to follow the rules in being bound or only according to the imbalance they receive, but they are also expected to work beyond what is equivalent to what is commonly called Organizational Citizenship (OCB). This research is a survey research using a Likert scale of 1-5, with data analysis using SEM-PLS. The sample in this study amounted to 170 samples. This study has the result that OCB on DKI Jakarta XXI Cinema employees has a positive and significant effect on motivation. Cinema XXI DKI Jakarta job satisfaction has a positive and significant effect on motivation, job satisfaction has a positive and significant effect on OCB, and job satisfaction also acts as a mediator between motivation and reinforcement of OCB. The behavior of DKI Jakarta XXI Cinema employees so far has a very strong correlation with social behavior, where every employee has a sense of responsibility towards their organization. However, better collaboration among colleagues is still needed to improve cohesion and morale. The level of employee motivation is good, but it needs to be increased so that Cinema XXI DKI Jakarta employees continue to be enthusiastic, excited and able to improve their performance in the future.

INTRODUCTION

The corporate sector has experienced and will continue to undergo rapid expansion, marked by the emergence of new enterprises across diverse industries (Zhang & Liu, 2022). Established firms persistently compete to maintain their market position, intensifying rivalry among contemporary businesses. As noted by Østerud and Vedeler (2022), competition is not only escalating in complexity but also expanding globally, driven by technological and informational advancements. Human capital remains a critical asset for organizational success, as workforce competence directly influences operational efficacy. Maximizing employee performance is essential for achieving optimal organizational outcomes, underscoring a symbiotic relationship between employers and workers. Financial incentives for employees are contingent upon business growth, while professional and personal development further contribute to organizational achievements (Vatankhah, 2021; Looor-Zambrano et al., 2022).

Employees demonstrating high levels of Organizational Citizenship Behavior (OCB) are invaluable to organizations. OCB encompasses voluntary actions that exceed formal job requirements, supporting long-term organizational objectives (Mira & Margaretha, 2012). However, OCB is not uniformly exhibited across workforces, as individual differences mitigate the impact of interpersonal communication on such behaviors (Ristiana M., 2014). Job satisfaction, reflecting an individual's affective evaluation of their work, is a significant workplace concern. Motivation also critically influences OCB, serving as a catalyst for operational efficiency and employee engagement. A motivated workforce exhibits heightened productivity and commitment, aligning with organizational efforts to enhance service quality through behavioral modifications. Enhanced job satisfaction correlates with increased discretionary effort, reinforcing corporate policy objectives (Noviyanti et al., 2019).

Compensation—encompassing monetary and non-monetary rewards—constitutes another determinant of OCB. Organizations utilize remuneration to acknowledge employee contributions, with direct compensation (e.g., salaries, bonuses) and indirect benefits (e.g., promotions, awards) serving as key motivators. Non-financial compensation, including workplace conditions and challenges, further influences employee performance. Effective compensation strategies enhance motivation, whereas delayed or misaligned incentives may engender counterproductive behaviors. OCB, as a pro-social and organizationally beneficial conduct, reflects employees' willingness to exceed role expectations, thereby contributing to organizational success (Marwansyah, 2016).

Motivation, derived from the Latin *motivus* (to move), encompasses internal and external drivers shaping individual behavior in both personal and professional contexts (Duha, 2020). According to Nimran (2011), motivation arises from a confluence of factors that direct behavior toward goal attainment. Enhancing human resource capabilities through development initiatives facilitates organizational goal achievement, necessitating clear directives to optimize performance (Kajackaite & Sliwka, 2020). Motivation initiates goal-

directed energy mobilization, representing a fundamental driver of organizational commitment (Parker et al., 2021; Fahriana & Sopiha, 2022).

Cinema XXI, Indonesia's largest theater chain, has operated for over 28 years, maintaining a nationwide presence with 851 screens across 35 cities as of January. Observations at PT Nusantara Sejahtera Raya Cinema XXI indicate diminished employee motivation and engagement, manifesting in absenteeism and perceived job strain. Excessive corporate demands and coercive management practices have obscured employee needs, with sales quotas exacerbating perceived burdens. Organizational behavior at Cinema XXI DKI Jakarta indirectly influences workplace ethics through job satisfaction, motivation, and compensation. Employees are expected to exhibit OCB alongside adherence to formal job requirements, fostering high-quality service delivery aligned with ethical standards. Sustaining motivation and commitment is pivotal to enhancing workplace ethics, subsequently elevating morale and productivity. OCB's interplay with motivation, compensation, and job satisfaction may yield positive or negative repercussions. As human capital is paramount, this study seeks to enhance organizational efficiency and growth by examining OCB's role in facilitating harmonious social interactions, minimizing conflicts, and improving output. Prior research (Yulius, 2018) highlights the correlation between employee behavior and social dynamics, though increased collaboration is necessary to bolster cohesion. While motivation is present, improvements in employee awareness, career development, and welfare are essential for sustained engagement. This study addresses a literature gap by investigating job satisfaction as a mediator between intrinsic motivation, compensation, and OCB among Cinema XXI DKI Jakarta employees, building upon prior examinations of these variables in distinct contexts.

LITERATURE REVIEW

Job Satisfaction

The relationship between workplace design and organizational behavior has been extensively examined within the domain of occupational psychology (Mustafa & Ali, 2019). Job satisfaction is recognized as a multidimensional construct, encompassing both cognitive and affective dimensions. Given the intensifying competitive landscape driven by globalization, organizational leaders increasingly prioritize employee contentment as a strategic imperative. Empirical evidence suggests a robust correlation between job satisfaction and organizational commitment, wherein satisfied employees exhibit heightened discretionary effort, thereby enhancing overall institutional performance (Thiagaraj & Thangaswamy, 2017). Furthermore, employees who derive fulfillment from their roles demonstrate greater loyalty and dedication to organizational leadership. Consequently, optimizing job satisfaction constitutes a critical lever for firms seeking to augment operational efficacy.

Job satisfaction is operationally defined as the aggregate of an individual's positive and negative affective evaluations of their employment (Singh, 2013). In contemporary corporate environments, employee engagement and workplace satisfaction serve as key differentiators in competitive positioning. An increasing number of enterprises have institutionalized employee satisfaction as a core

organizational objective, given its direct influence on responsiveness, service quality, and customer satisfaction. High morale among personnel correlates with enhanced reliability and productivity, thereby reinforcing both consumer satisfaction and organizational efficiency (Sousa-Poza & Sousa-Poza, 2009). The alignment between role inputs – such as educational qualifications and working hours – and role outputs, including job satisfaction, is pivotal in shaping employee attitudes. Active solicitation of employee feedback fosters engagement and retention by reinforcing perceptions of organizational regard (Pujiastuti et al., 2019). Given its association with workplace attitudes and retention metrics, job satisfaction remains a focal point in managerial and leadership discourse.

Compensation

Compensation represents a perennial point of contention in employer-employee relations, constituting a central concern for management, labor, and policymakers alike (Pujiastuti et al., 2019). Remuneration serves as reciprocal valuation for labor contributions, reflecting the economic exchange between workforce participation and organizational output (Rio Haribowo et al., 2022). Competitive compensation frameworks influence both market positioning and talent acquisition efficacy. An optimally structured remuneration system fulfills three primary objectives: (1) attracting a qualified labor pool, (2) retaining incumbent employees through equitable pay standards, and (3) mitigating turnover rates (Kadarisman, 2012). Compensation, as defined by Agus Budi Purwanto (2016), encompasses all monetary and non-monetary rewards conferred by employers in exchange for employee services.

Organizational Citizenship Behaviour (OCB)

Organizational Citizenship Behavior (OCB) refers to discretionary employee actions that transcend formal role requirements to advance organizational objectives (Lovaas et al., 2018). Exemplary manifestations include altruistic peer assistance, conscientiousness, voluntary task assumption, overtime engagement, corporate advocacy, and constructive issue deliberation (Abbasi et al., 2022). Empirical analyses indicate that OCB enhances productivity, operational efficiency, and customer satisfaction, thereby aligning individual contributions with strategic organizational imperatives (Zúñiga et al., 2022).

Despite its nascent conceptualization, OCB has garnered scholarly attention for its explanatory utility in voluntary workplace behaviors (Zasuwa, 2019). Organizations committed to fostering OCB must identify specific behavioral antecedents that facilitate its development. Research by Heaton et al. (2004) posits bidirectional behavioral impacts of OCB, underscoring its significance in enhancing organizational efficacy, particularly in volatile economic climates. Operationalization studies integrate OCB as a dynamic variable, with personality traits such as agreeableness, openness, and conscientiousness exerting positive moderating effects (Hetty Van Emmerik & Euwema, 2007). Furthermore, structural determinants – including job satisfaction, organizational commitment, and leadership trust – mediate OCB expression (Mojtaba Rafiei, 2017).

OCB is alternatively conceptualized as voluntary task execution without expectation of organizational recompense (Widyanto et al., 2013). Correlational studies link OCB with performance metrics such as service quality, engagement, and leadership communication (Kurniawan, 2015). Multifactorial influences—spanning demographic variables, perceived organizational support, affective states, and cultural context—modulate OCB manifestation (Ahdiyana, 2015). Additional determinants include role clarity, procedural justice, and supervisory relationships (Chahal & Mehta, 2010).

Organizational commitment, operationalized through affective, continuance, and normative dimensions (Aryana Mahayasa et al., 2018), exhibits conceptual overlap with OCB. Empirical consensus affirms OCB's role in augmenting morale, productivity, and goal attainment (Demirel et al., 2018). As a supplementary role behavior, OCB enhances functional organizational efficacy beyond formal job prescriptions (Gong et al., 2018; Miftahul, 2020). Robbins & Coulter (2019) define OCB as discretionary conduct that facilitates organizational functioning, while Zahran (2018) emphasizes its dual benefit to both institutions and employees.

Motivation

Enhancing employee productivity necessitates strategic motivational interventions, encompassing incentives, recognition, and goal-setting mechanisms (Amin et al., 2021). Work motivation, comprising directional and intensity components, significantly influences performance outcomes (Sharma & Aparicio, 2022). Dichotomous frameworks classify motivation as intrinsic (value-driven) or extrinsic (reward-contingent), both impacting occupational engagement (Shafi et al., 2020). Organizational success is contingent upon workforce motivation, which optimizes task execution efficiency (Nethi, 2020).

Grant (2008) delineates motivation as an interplay of internal and external forces precipitating job-related actions. Empirical analyses confirm motivation's direct and indirect performance effects (Nicolescu & Nicolescu, 2014). Intrinsic motivation, in particular, functions as a self-actualizing mechanism, fostering professional fulfillment (Hauser et al., 2015). Theoretical taxonomies further categorize motivation along positive-negative, cognitive-affective, and spiritual-economic continua (Nicolescu & Nicolescu, 2014).

While multifactorial in nature, intrinsic motivation is predicated upon emotional intelligence and interpersonal dynamics (Lin et al., 2020). Demographic and psychosocial variables—including age, education, familial support, and health—modulate intrinsic drive (Lin et al., 2020). Psychological need satisfaction underpins intrinsic motivation, with implications for creative output and performance quality (Gagné et al., 2015).

Relationship between Motivation and Organizational Citizenship Behavior (OCB)

Motivation significantly affects job satisfaction, where employees are motivated to unleash their potential so they can work well (Suhepi & Syah, 2018). Meanwhile, motivation has a positive and significant effect on OCB where organization can be achieved in work employees (Piyandini et al., 2021).

Motivation has a significant effect on the level of OCB showing how to increase this extra role behavior which is very much needed in this context (Morales-Sánchez & Pasamar, 2020)

H1: Motivation has a positive effect on Organizational Citizenship Behavior (OCB)

Relationship between Compensation and Organizational Citizenship Behavior (OCB)

There is a positive and significant influence between Compensation and OCB, thereby increasing awareness to participate in maintaining efficiency (Susilo & Muhardono, 2021). Compensation has a positive effect on OCB if the compensation received by employees is as expected (Sulastri et al., 2018). Compensation has a positive and significant effect on OCB to increase productivity so companies need to provide policies that can raise employee enthusiasm and persistence (Afifah, 2021). Compensation has a positive and significant effect on OCB, this shows that the higher the compensation received by employees, the higher the level of OCB owned by employees (Suryani et al., 2019).

H2: Compensation has a positive effect on Organizational Citizenship Behavior (OCB)

Relationship between motivation against job satisfaction

Motivation as a factor that drives a person's behavior to engage in certain activities. The existence of positive psychological conditions that workers have in achieving company goals can increase work results achieved by employees (Ghaffari et al., 2017). Motivation from within workers to complete their mission with enthusiasm can increase job satisfaction to provide solutions within the company (Shah et al., 2016). Employees' desire to work enthusiastically can lead to employees' desire to make improvements to the work they have, because work motivation and job satisfaction are both significant in a company and have an impact on one another (Ali et al., 2016). Work motivation and job satisfaction have a partially positive and significant effect (Rahmawani, 2021)

H3: Motivation has a positive effect on job satisfaction

Relationship between Compensation on Job Satisfaction

Compensation has a positive and significant effect on high job satisfaction by increasing work performance (Azmal et al., 2019). With a positive and significant influence between compensation and job satisfaction, employee performance will increase (Sidabutar et al., 2020). There is a significant compensation effect on job satisfaction (Rojikinnor et al., 2022)

H4: Compensation has a positive effect on job satisfaction

Relationship between Job Satisfaction and OCB

Job satisfaction has a positive and significant influence on OCB, which is to increase job satisfaction by providing promotions to employees who have done a good job (Sengkey et al., 2018). Companies must pay attention to job satisfaction because it has a positive and significant influence on OCB for

achieving company goals (Sholikhah & Frianto, 2022). Job satisfaction has a positive effect on OCB. The higher the job satisfaction, the more positive the OCB will be (Aziz, 2020).

H5: Job satisfaction has a positive effect on OCB

Relationship between motivation and job satisfaction on OCB

Providing motivation to employees in the company has a positive influence on OCB which can provide job satisfaction (Grahandika & Wijayati, 2021). Motivation has a positive effect on OCB which is mediated by job satisfaction (Zulliana, 2019). Job satisfaction in mediating motivation on OCB has a positive and significant effect (Cahyani, 2021)

H6: motivation influences Organizational Citizenship Behavior (OCB) which is mediated by job satisfaction

Relationship of Motivation and Compensation to Organizational Citizenship Behavior (OCB) which is mediated by job satisfaction

Organizational citizenship behavior has a very positive correlation with job satisfaction, work motivation, and compensation. It can happen because when the employee members agree, and they will be given more responsibility in the company. Employer support in the form of incentives and gifts can increase employee motivation even further. Similarly, (Ahmad & Khan, 2016) found that employee commitment to the behavior of organizational members is influenced by intrinsic and extrinsic incentives. Increased OCB in the workplace can lead to higher job satisfaction and lower turnover rates. These factors include trust, leadership style, and attitude adjustments towards employees.

Employee compensation must balance the amount of work and the number of tasks they have to perform; otherwise, it may annoy employees. Employees will feel more satisfied with themselves as a result of this. Employees will carry out their obligations as employees in earnest if they receive work motivation assistance. The presence of compensation and motivation will increase morale and promote better work. When employees are highly engaged and motivated, they will work efficiently and with satisfaction, ensuring that the system continues to function effectively. This will also affect OCB. When employees have implemented this OCB attitude, it will certainly have an impact on increasing work productivity and comfort at work (W Tunggal et al., 2018). The mediating effect of job satisfaction on OCB shows that personality will result in higher performance (Indarti et al., 2017). Job satisfaction significantly mediates OCB (Narzary & Palo, 2020)

H7: Compensation has an effect on Organizational Citizenship Behavior (OCB) which is mediated by job satisfaction

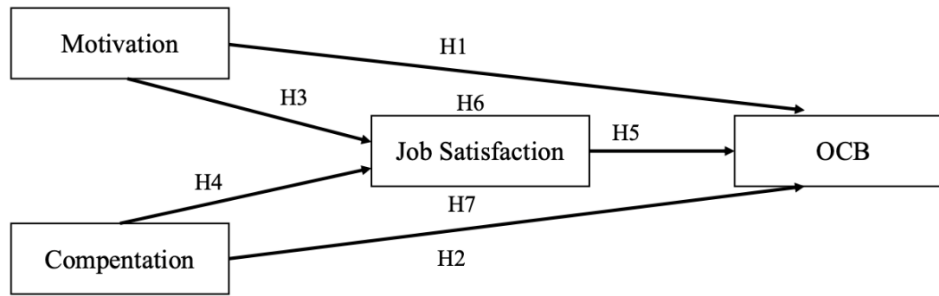


Figure 1 Research Model

METHODOLOGY

Measurement

This study has Motivation and Compensation as independent variables, Organizational Citizenship Behavior as the dependent variable Job satisfaction as a mediating variable Measurement of the Motivation variable consists of 5 question indicators which include challenging job dimensions, opportunities for advancement, recognition for performance, responsibility, work performance (Fadillah et al., 2013). Compensation variable measurement consists of 3 question indicators which include the dimensions of Wages and salaries, incentives and bonuses and insurance or health insurance (Gisuwan & Troena, 2013). The measurement of job satisfaction variables consists of 4 question indicators which include the dimensions Happy with work, salary, discipline and work performance (Weiss et al., 1967). Organizational citizenship behavior (OCB) measurement variables consist of 5 question indicators which include the dimensions of altruism, awareness, sportsmanship, courtesy and loyalty (Organ & Lingl, 1995).

Data Analysis Methods

This study employs a quantitative approach, with survey data collected using an online Google form questionnaire. In this study, independent variables, dependent variables, mediating variables, and moderating variables were measured using question indicators with an unequal number, therefore hypothesis testing was performed using the Partial Least Squares-Structural Equations Modeling (PLS-SEM) approach. Before testing the hypothesis, it is necessary to test the validity and reliability with Cronbach's Alpha. Testing the validity, reliability and hypotheses will be carried out using the Smart-PLS software.

Population and Sample

The employee population in this study includes Cinema XXI employees in DKI Jakarta. The sample is a subset of the population that shares these features. Determination of a representative minimum sample is that the number of samples must have five times the number of statements being analyzed (Hair et al., 2014), so if there are 34 indicators, the minimum number of samples is $34 \times 5 = 170$ respondents.

RESEARCH RESULT

Characteristics of Respondents

Respondent characteristics are intended to provide an overview of the condition of the respondents who are the research sample. Gender, years of service, and age of the respondents were among the characteristics of the research respondents. Characteristics of respondents based on gender showed that the respondents in this study were more dominant male at 64.5% compared to female respondents at 35.5%. Characteristics of respondents based on length of service of employees shows that respondents who have the highest frequency are respondents with length of service of employees > 15 years at 42.2%, followed by length of service 6-15 years at 37% and 3-5 years at 19.9%, then length of work of employees < 1 year by 0.9%. Characteristics of respondents according to age shows that respondents aged between 46 and 55 years have the highest frequency (76%), while respondents aged under 25 years have the lowest frequency (4.3%), followed by respondents aged between 25-35 years with 25.6%, and for respondents aged between 36 to 45 years by 28%, and 4.7% for respondents aged over 55 years.

Data Analysis

Research Instrument Validity Test

The findings of data collection via online surveys yielded 170 respondents who completed the questionnaire. Prior to further data processing, the validity or suitability of the questionnaire used was tested. The SEM-PLS program was used to test the validity of this study. According to the Likert scale, the answers are translated into numbers with 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree, and 5 means strongly agree. If the value of r count > r table, then the results of the validity test are considered valid. At the 5% significance level, the value of r table for $n = 170$ is 0.125. Based on the results of the validity test in Table 6.

Research Instrument Reliability Test

After the research questionnaire is declared valid, then it is necessary to test the reliability or level of trust of the questionnaire. Questionnaires were used to conduct research during repetition, and reliability tests were carried out to assess whether it was reliable to measure research variables. When the Cronbach Alpha value is greater than or equal to 0.9, the reliability is perfect; when between 0.7 and 0.9, high reliability; when between 0.5 and 0.7, the reliability is moderate; and when less than 0.5, low reliability.

Evaluation of the Measurement Model (Outer Model)

The outer model is a measurement model to evaluate the validity and reliability of the model, according to Ghazali (2015). The inner model attempts to anticipate the link between latent variables. By evaluating the reliability of convergence, the parameters of the measurement model (outer model). The value of loading factor and Average Variance Extracted (AVE) provide evidence of convergent validity test. Then check the cross-loading value to test discriminant validity. Composite reliability is used to evaluate the reliability of measurement

models. With the use of Smart PLS software, the validity and reliability of data on each latent variable, namely motivation, compensation, job satisfaction, and OCB will be assessed during the evaluation of the measurement model (outer model). The outer model image below summarizes the results, which are based on data processing using Smart PLS software.

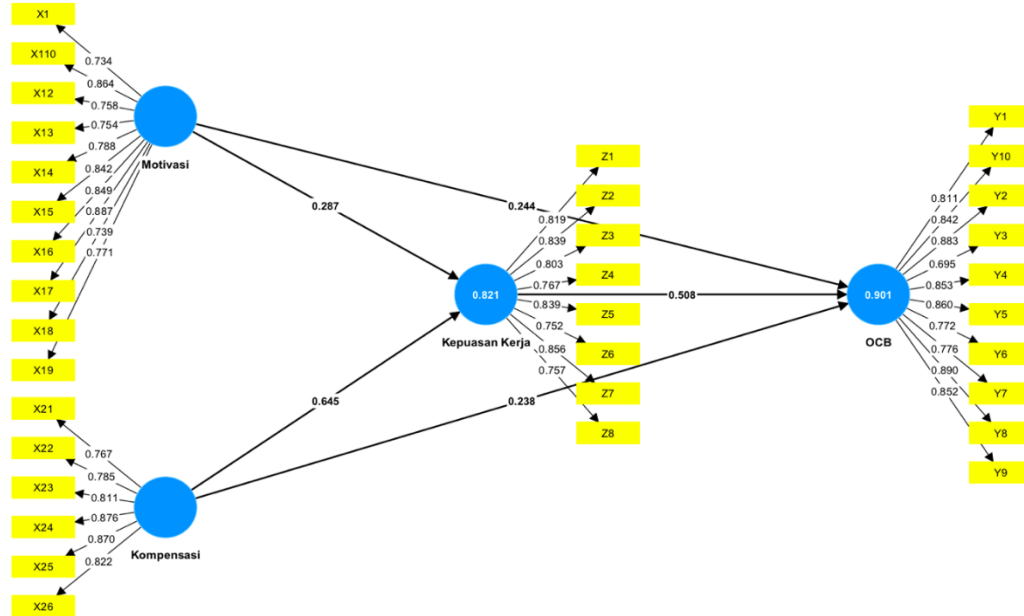


Figure 2. Display of SEM-PLS Validity and Reliability Test (Outer Model)

The initial outer model analysis yielded multiple evaluations of the variable coefficients and associated indications. This model is known to meet the typical outer model criteria. This demonstrates that the strong model is valid and reliable.

Evaluation of the Assessment on the Outer Organizational Citizenship Behavior Model

Outer model analysis is the process of investigating the link between observed variables or indicators that support the latent variables under consideration. This study required the administration of four tests: discriminant validity, composite reliability, average variance extracted (AVE), and Cronbach's alpha.

The loading factor value which indicates the strength of the variable interaction with each indication provides information about the reliability of the indicator. The finished reflective exterior model is shown in Figure 3. The loading factor value for each indicator, which is more than 0.7, produces the best model. The validity of a test is demonstrated by consistent and valid testing. Validity is a common metric for determining accuracy. The Average Variance Extracted (AVE) number provides information about this measurement. The AVE values for the four variables are shown in table 8. The standard AVE value exceeds 0.5. All variables in this study had an AVE value greater than 0.5. Based on the conventional AVE value, this study demonstrates that the instrument is measured with great consistency and precision.

Table 1 Processing results of Average Variance Extracted (AVE) and Discriminant validity

Variable	Average Variance Extract (AVE)	Discriminant validity
Work Motivation	0,648	0,847
Compensation	0,677	0,895
Work Satisfaction	0,641	0,805
Organizational Citizenship Behavior	0,681	0,924

The reliability test was performed to see whether the indications of each study variable employed were a good construct for creating a variable. To determine a variable's dependability, the composite reliability and Cronbach's alpha values are utilized as references. The higher the composite reliability value, the greater the dependability; however, a value of 0.95 or higher suggests that the variable is excessive, lowering Construct Validity (Hair et al, 2019). The variables used in this study indicate that it has good reliability with the following results:

Table 2 Processing Results of Research Variable Reliability

Variabel	Cronbach's Alpha	Composite reliability
Work Motivation	0,937	0,947
Compensation	0,904	0,926
Work Satisfaction	0,922	0,936
Organizational Citizenship Behavior	0,947	0,955

Multicollinearity measurement aims to determine the relationship between indicators. Measurements can be determined by looking at the Variance Inflation Factor (VIF) value with the condition < 5 (Hair et al, 2019). The VIF values obtained in this study are in the range of 1.000 to 4.893 indicating that there is no collinearity problem between the indicators of the variables being measured. The VIF value measurement results can be seen in the attachment.

Structural model measurements are used to anticipate causal links between variables that cannot be explicitly tested using the theory's substance. R Square and f Square values are used to assess the structural model (Noviyanti and Nurhasanah, 2019). The R Square value obtained can be seen in table 2. This value indicates that job satisfaction and OCB can moderately affect job satisfaction and OCB with values of 82.1% and 90.1%, the rest are influenced by other variables not explained in this study.

Table 3 R Square

	R Square	R Square Adjusted
Work Motivation	0,821	0,819
OCB	0,901	0,900

The f2 value obtained can be seen in table 4. This value indicates that the relationship between variables Job satisfaction and OCB has a strong influence, the relationship between variables compensation and job satisfaction has a strong influence, the relationship between variables compensation and OCB is small, the relationship between variables motivation and sufficient job satisfaction and the relationship between motivational variables and OCB have sufficient influence.

Table 4 F Square

	Work Satisfaction	OCB
Work Satisfaction		0,469
Compensation	0,577	0,091
Motivation	0,114	0,134

Assessment Evaluation on Structural Model Test (Inner Model)

The strength perspective value (T test) and the relationship's significance (p value) were used to evaluate hypothesis testing. The t test requires a p value of less than 0.005 and a t-statistic greater than 1.96 (Noviyanti & Nurhasanah, 2019).

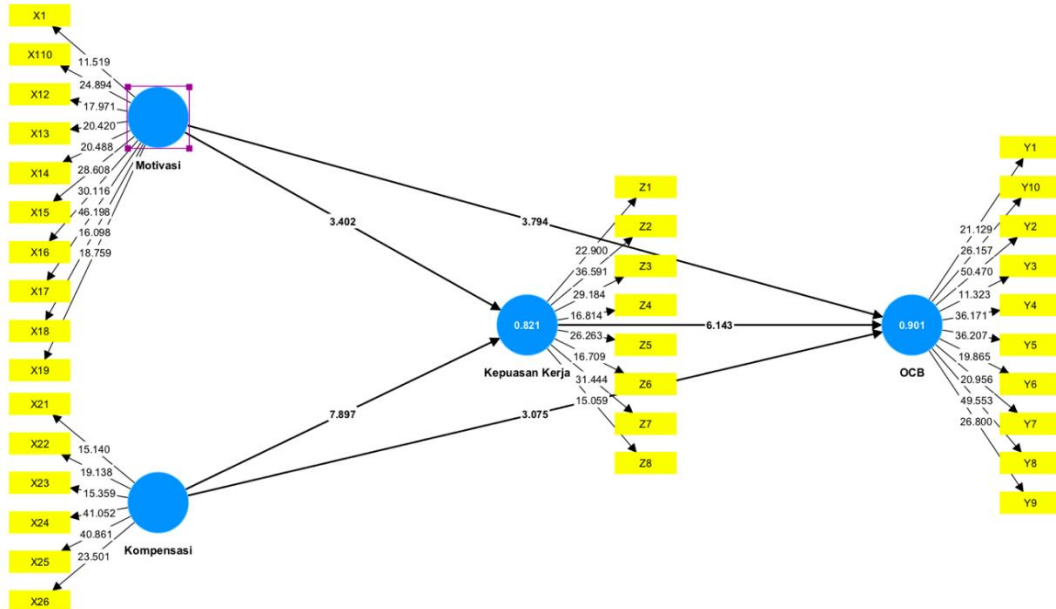


Figure 3 Display of the PLS-SEM Output of the Hypothesis Test

The inner model contains four latent variables, and the assessment of the inner model determines how these variables link to one another. The bootstrapping approach using Smart PLS was used to obtain path coefficients and T-statistic values. The requirement that T count > T table = 1.96 and P-value

> 0.05 indicates that the model variable has a significant positive effect. Table t shows the bootstrap results for Smart PLS.

Table 5 Test the Direct Relationship Hypothesis

	T- Statisti- cs	P- value s	Results
H1: Work motivation has a positive effect on OCB	3,794	0.000	The data support the hypothesis
H2: Compensation has a positive effect on OCB	3,075	0.002	The data support the hypothesis
H3: Motivation has a positive effect on job satisfaction	3,402	0.001	The data support the hypothesis
H4: Compensation has a positive effect on job satisfaction	7,897	0.000	The data support the hypothesis
H5: Job satisfaction has a positive effect on OCB	6,143	0.000	The data support the hypothesis
H6: Job Satisfaction-mediated Compensation for OCB	4,370	0,000	The data support the hypothesis
H7: Motivation mediated by Job Satisfaction with OCB	3,158	0,002	The data support the hypothesis

DISCUSSION

This study found that work motivation had a beneficial impact on organizational citizenship behavior (OCB). According to prior study, job incentive, particularly connected to work performance awards, wage income based on effort, and employee overtime, has a major influence on creating OCB (Rinaldi and Riyanto 2021). (Simon and Naftalia, 2016; Ben Mansour, 2016). Employee motivation is very important because with this motivation it is hoped that every Cinema XXI employee will work diligently and happily to achieve company goals. Because there are factors related to the division of labor that must be carried out as effectively as possible, the leader must motivate his subordinates. Giving the driving force that triggers a person's work passion and makes him willing to work together and work successfully in an integrated manner with all his efforts to achieve a goal is motivation, which is defined in a measurable and planned manner (Hasibuan, 2014). Employees who volunteer have a greater impact on the development of the organization when the cinema is full of visitors. The employer company where the employee works, gets a lot of benefits from this.

Compensation has a positive effect on OCB, the findings of this study are in line with Ardiansyah's research (2020) which found that compensation significantly increases OCB. Therefore, because compensation can be regulated effectively by corporations, it can be said to have a beneficial impact on OCB behavior. The results of this study support the hypothesis and conclusions made by (Prasetya & Yuniawan, 2016) who found a direct beneficial relationship between compensation and OCB. Eden and Suhardi (2021) also obtained the

same study based on statistical tests which revealed that compensation had a sizable and beneficial impact on organizational citizenship behavior (OCB).

This has the implication that employees of Cinema XXI companies who are highly paid will be able to improve their organizational citizenship behavior (OCB), meaning that they will be more eager to help their colleagues. This has implications that the life insurance business will be able to prioritize Organizational Citizenship Behavior (OCB), so as to produce personnel who are active in helping co-workers (altruism), conscientious, polite and sporty.

Motivation has a positive effect on job satisfaction, the findings of this study are consistent with research (Sobaih et al., 2020; Stringer et al., 2011; Wijayanto, 2020), which found that employees are more likely to increase job satisfaction when they are more motivated. It has been proven that motivation can help employees feel more satisfied at work. The findings of this study are in line with research (Sobaih et al., 2020) which shows that intrinsic motivation contributes significantly to increasing employee job satisfaction. In addition, other research confirms that motivation has a beneficial and significant effect on job satisfaction, that is, employees are more likely to experience job satisfaction when they are motivated (Wijayanto, 2020).

Compensation has a positive effect on job satisfaction, the findings of this study are in line with research (Pertwi, N. K. A. Y., & Supartha, 2021) (Andardinata & Sulaeman, 2019; Yuananda & Indriati, 2022), which found that employee compensation and organizational commitment are related to job satisfaction. The direction of the positive relationship between compensation and job satisfaction indicates that an increase in employee job satisfaction will follow an increase in the employee's job satisfaction level. Therefore companies can use compensation as a tool and strategy to increase employee job satisfaction or the performance desired by the company in order to achieve even better sales turnover and results. The ability of each individual or group of employees to complete their work can also be monitored and measured using compensation, therefore companies can provide rewards or sanctions to employees, meaning that after an increase in compensation for employees under normal conditions has an effect on employee job satisfaction, or vice versa after an increase in compensation for employees under normal conditions does not occur an increase in employee job satisfaction, it is clear that the company will be able to take the most appropriate and proportionate action against the employee concerned.

Job satisfaction has a positive effect on OCB, this study has results that are in line with research (Fitrio et al., 2019; Masharyono et al., 2018; Sukirno & Sienthai, 2016). It can be concluded that the higher the job satisfaction felt by employees, the Organizational Citizenship Behavior will also increase. Happy employees usually work well, such as supporting their superiors or co-workers. High job satisfaction correlates with higher levels of OCB in employees. Companies can also influence OCB behavior by improving the work environment of Cinema XXI employees, including promotions, superior behavior and co-worker behavior.

Motivation influences Organizational Citizenship Behavior (OCB) which is mediated by job satisfaction. The findings of this study are in line with

Marjam's research (2018). A positive attitude towards the organization will encourage Cinema XXI employees to get involved in OCB activities. Employees who behave well are motivated to work hard and not give up easily. OCB behavioral traits, such as a high level of work motivation, have a significant impact on how OCB behavior emerges in organizations. Employee satisfaction has a significant impact on the work they do. The level of job satisfaction refers to a worker's overall attitude toward their employment, or the discrepancy between the remuneration they receive and what they believe they should be earning. Good job satisfaction is projected to boost employee loyalty to the organization, motivation at work, and enjoyment at work, all of which will increase output. Employee satisfaction with pay is influenced by the fairness, rates, and methods employed in compensation administration.

Compensation has a positive effect on Organizational Citizenship Behavior (OCB) which is mediated by job satisfaction, in line with research conducted by (Andriany, 2019; Harahap & Khair, 2020; Saputra, 2021). These results prove the provision of compensation received by Cinema XXI employees such as in terms of salary at the beginning of each month and the facilities felt by employees, so that employees feel enthusiastic about carrying out their work. This means that compensation is one of the variables that determine employee behavior to carry out activities conscientiously on their own awareness without being forced by superiors, namely, the presence of high compensation. The size of the compensation reflects the status, recognition, and level of fulfillment of the needs enjoyed by employees and their families. If the compensation he receives is higher, his position increases and he enjoys greater satisfaction of his desires. As a result, job satisfaction increases.

CONCLUSIONS AND RECOMMENDATIONS

From the discussion and analysis in the previous chapters, it can be concluded that OCB among DKI Jakarta XXI Cinema employees has a positive and significant effect on motivation. Cinema XXI DKI Jakarta job satisfaction has a positive and significant effect on motivation, job satisfaction has a positive and significant effect on OCB, and job satisfaction also acts as a mediator between motivation and compensation on OCB. The behavior of DKI Jakarta XXI Cinema employees so far has a very strong correlation with social behavior, where every employee has a sense of responsibility towards his organization. However, better collaboration among colleagues is still needed to improve cohesion and morale. The level of employee motivation is good, but it needs to be improved so that Cinema XXI DKI Jakarta employees continue to be enthusiastic, enthusiastic and able to improve their performance in the future

Employees at DKI Jakarta XXI Cinema are expected to be more mutually supportive to one another in order to improve organizational citizenship behavior. Examples include helping employee members who make mistakes at work, prioritizing discussion conversations with employee members when there are problems at work, and being more receptive to information about the company. Employees must always be given permission and information to attend training in accordance with their duties and functions within the company

in order to improve their current competencies. This will give employees more opportunities to participate in internal and external training. It is intended that the findings of this study can be useful for other parties as information material for agencies or organizations that face problems similar to those studied in this study.

ADVANCED RESEARCH

The findings of this study underscore the critical role of Organizational Citizenship Behavior (OCB) and job satisfaction in enhancing employee motivation within Cinema XXI DKI Jakarta, revealing a complex interplay where job satisfaction not only directly influences motivation and OCB, but also serves as a key mediating variable between motivation and compensation on OCB. This highlights the importance of fostering a workplace environment that prioritizes psychological well-being, intrinsic motivation, and interpersonal support. Despite the generally strong sense of organizational responsibility exhibited by employees, the study reveals a need for deeper collaboration and peer support to strengthen team cohesion and morale. For future strategic development, organizations like Cinema XXI must implement structured interventions – such as targeted training programs, open communication channels, and inclusive decision-making processes – to empower employees and enhance their engagement. This research contributes to the broader understanding of employee behavior dynamics and can serve as a valuable reference for other organizations seeking to optimize performance through improved motivation and citizenship behavior, particularly in service-oriented industries.

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