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Compensation as the Most Important Factor in Improving Employee's Performance

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Abstract: Performance is shown the behavior of each employee as the resulting performance in accordance with its role in the organization. The success of the organization achieve the goals and objectives determined by the performance of employees. An employee said to successfully carry out their work or have a good performance, if the work were obtained higher standard of performance. To know that a proper assessment of the performance of every employee in the organization. Many factors can affect the performance of employees, such as organizational culture, compensation, job satisfaction, organizational commitment and organizational citizenship behavior. The purpose of this study was to analyze the influence of organizational culture, compensation, job satisfaction, organizational commitment on employee performance by organizational citizenship behavior as intervening variable. Population in this study were 108 Telkomsel employees Semarang. Data analysis technique used is path analysis. The study found that organizational culture has not been able to strongly improve employee performance although the company has tried to change the organizational culture. The other findings show that Organizational Citizenship Behavior did not fully participate in mediating the factors, such as organizational culture, compensation, job satisfaction, and organizational commitment. The employee performance of PT. Telkomsel Semarang can be enhanced in four ways:

- (1) the strongest factor shows that the fastest way is compensation,
- (2) the second is organizational commitment,
- (3) the third is job satisfaction, and (4) finally is organizational culture.

JEL Classification: M10, M12.

Keywords: Organizational Culture, Compensation, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior, Employee Performance.

BACKGROUND TO THE RESEARCH

Many factors influence employee performance, especially for telecommunication companies which deal with tight competition today. PT. Telkomsel is the subsidiary company of PT. Telkom engaged in the field of mobile telecommunications. Currently, PT. Telkomsel Indonesia intends to develop leading innovative telecommunications. To achieve the objective, Telkomsel will continue to spur the growth of telecommunication networks throughout Indonesia rapidly and to empower the community. PT. Telkomsel becomes the pioneer for various mobile telecommunication technology in Indonesia, including the first to launch international roaming services and 3G services in Indonesia. Telkomsel is the operator who first tested LTE broadband network technology. In Asia, Telkomsel is the pioneer of the use of renewable energy for the towers of Base Transceiver Station (BTS). Its excellence products and services make Telkomsel the primary choice of customers throughout Indonesia.

The employees of PT. Telkomsel are required to demonstrate maximum performance. High-performance will come from a strong organizational culture. PT Telkomsel is trying to maintain its organizational culture although today Telkomsel has changed the culture from “The Telkomsel Way” to “Kipas Budaya”. It is not easy for the actors of organizations to face a cultural change. On the other hand, when they have to adapt to the changing culture, the responsibility to constantly improve the performance also becomes the demands of organizations in today’s competitive conditions.

This condition is reinforced by the results of a pre-survey to 15 respondents of Telkomsel. There were 53% of the employees who felt a lack of communication, low collaboration with colleagues (60%) and less support and attention of the company to the well-performing employees (53%). Some respondents (53%) had mediocre feelings while working in Telkomsel and had the concern for the organization. The opportunity for promotion was still low (67%) and lacked of harmonious relationships to colleagues (53%).

Low level of discipline was shown by the average employee absences per month with no clear explanation for the year of 2015 as many as seven people. Although the employees who were absent without a clear explanation were usually alternated, but this shows that the employees did not have maximum performance. Discipline can be regarded as a reflection of organizational culture. The study on employee performance also revealed different results (research gap) as shown in Table 1 below:

Table 1
Research Gap

<i>Variable</i>	<i>Supported</i>	<i>Not Supported</i>
Organizational Culture	Noor (2012) Harwiki (2013) Lazuardy, dkk (2014)	Darsana (2013)
Compensation	Dhermawan, dkk (2012)	Murty dan Hudiwinarsih (2012) Riansari, dkk (2012)
Job Satisfaction	Pujiastuti dan Sriwidodo (2011) Riansari, dkk (2012) Kasemsap (2013)	Purnami (2013)

Contd. table 1

Variable	Supported	Not Supported
	Hakim, <i>et. al.</i> (2014) Hartanto (2014) Lazuardy, dkk (2014)	
Organizational Commitment	Wijayanti (2010) Hakim, <i>et. al.</i> (2014)	Murty dan Hudiwinarsih (2012) Noor (2012) Harwiki (2013) Purnami (2013)

Some studies have different finding of the effect of organizational culture, compensation, job satisfaction and organizational commitment on employee performance. Therefore, this study was intended to confirm the differences (research gap) on the above findings, so this study to fill this gap through an empirical test of the effect Organizational culture, compensation, job satisfaction, and organizational commitment on employee performance organizational, and citizenship behavior as an intervening variable.

LITERATURE REVIEW

Performance is a level of individual's work achievement (employee) after trying or working hard or the end result of an activity (Silalahi, 2013: 408). A job has certain requirements to be made in achieving the objectives which is also referred to as a work standard. Many factors influence performance in order to achieve optimal result. Some studies showed that employee performance is influenced by the factors including organizational culture, compensation, organizational commitment, and job satisfaction, as well as the behavior of concern for the environment (Organizational Citizenship Behavior/OCB).

The Relationship of Organizational Culture with OCB (Organizational Citizenship Behavior)

Organizational culture is the values, principles, traditions, and ways of working shared by the members of an organization and influences the way the act (Robbins and Coulter, 2010: 63). Cultural organization has a goal to change attitudes and behavior of existing human resources (HR) in order to increase productivity to face many challenges in the future. The benefits of implementing good organizational culture are that it can improve the spirit of mutual cooperation and togetherness, be open to one another, increase the spirit and sense of family, build better communication, improve productivity, be responsiveness to the world's developments, and so forth . Most of them are parts of the Organizational Citizenship Behavior (OCB) (Oemar, 2013: 66). The research results of Darsana (2013), Harwiki (2013), John and Silitonga (2013), Oemar (2013) and Rini, *et. al.* (2013) suggested that organizational culture influences organizational citizenship behavior. Based on these descriptions, the hypothesis in this study was:

H_1 : Organizational Culture has positive effect on Organizational Citizenship Behavior

The Relationship of Compensation with OCB (Organizational Citizenship Behavior)

Compensation is something accepted by employees as a return for work (Sunyoto, 2012: 29). Compensation is not only important as a major encouragement but also influences employees' morale. The employee behavior expected by a company is not only the behavior which is worthy with the rewards earned, but the

employee is also expected to be able to work beyond what should be done or Organizational Citizenship Behavior (OCB). Employees can voluntarily perform work activities that exceed the job tasks that have been assigned, such as providing extra service to consumers. Additionally, in particular situations and under certain conditions employees must occasionally also swap their shifts with other fellow employees and even have to replace their colleagues in performing their jobs (Fitrianasari, *et. al.*, 2012: 13). The research results of Fitrianasari *et. al.* (2012) and Rini (2013) stated that compensation has the effect on organizational citizenship behavior. Based on these descriptions, the hypothesis in this study was:

H_2 : Compensation has positive effect on Organizational Citizenship Behavior

The Relationship of Job Satisfaction with OCB (Organizational Citizenship Behavior)

Job satisfaction is an assessment of a job whether it is pleasant or unpleasant to do (Build 2012: 3). If a person is happy in his work, the person is satisfied with his work (Sutrisno, 2012: 75). Employees who do not obtain job satisfaction will never achieve psychological satisfaction and ultimately there will be a negative attitude or behavior which in turn can lead to frustration. Instead, satisfied employees are able to work well, energetic, active, and able to perform better than the employees who do not get job satisfaction. Satisfied employees tend to do beyond the call of duty because they want to avenge their positive experiences. Therefore, job satisfaction is closely related to organizational citizenship behavior (OCB). There are recent evidences indicating that satisfaction influences OCB but through the perception of fairness. The research results of Sena (2011), Fitrianasari *et. al.* (2012), Connect *et. al.* (2012), Kumpasap (2013), Rini *et. al.* (2013), William and Setiawan (2013), and Hakim *et. al.* (2014) stated that job satisfaction has the effect on organizational citizenship behavior. Based on these descriptions, the hypothesis in this study was:

H_3 : Job Satisfaction has positive effect on Organizational Citizenship Behavior

The Relationship of Organizational Commitment with OCB (Organizational Citizenship Behavior)

Organizational commitment is an employee's psychological and physical sense of connection or attachment to the organization where he works or the organization in which he is a member (Wirawan, 2013: 713). The implication is the persistence of an employee or a member of an organization. Commitment can be defined as a social factor willingness to provide energy and loyalty to the social system as an effective complement to organization, regardless of really worth relationship. Organizational commitment is built through a process to identify where someone does something from an idea as the development of one's self. A committed employee will remain with the organization in a pleasant state or not, which is experienced by his organization. He will remain with the organization in in joy or sorrow, attend his work on a regular basis, give the whole day (maybe more), protect the company's assets, share the company's objectives, and others. Having the committed workforce will add the advantages of an organization because the employees who have the commitment conduct the activities that can help the overall success of an organization voluntarily, or the employees have high organizational citizenship behavior. The research results of Sena (2011), Khan and Rashid (2012), Connect *et. al.* (2012), Harwiki (2013), Oemar (2013), Prabowo and Setiawan (2013), Purani (2013), Rini *et. al.* (2013), William and Setiawan (2013), and Gosaria and Setiawan (2014) stated that organizational commitment influences organizational citizenship behavior. Based on these descriptions, the hypothesis in this study was:

H_4 : Organizational Commitment has positive effect on Organizational Citizenship Behavior

The Relationship of OCB (Organizational Citizenship Behavior) with Employee Performance

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Organizational citizenship behavior (OCB) is a beneficial thing to employees in organizational life (Rini, *et. al.*, 2013: 70). OCB is based on a dominant motive/value. Volunteerism in the form of behavior do not necessarily reflect actual willingness. Indeed, knowing employee values is not always easy. Therefore, pragmatically, management practices within organizations are often oriented to the ones that can be observed, that is, behavior. Behavior formation is often based on external reward and punishment (Triyono and 13
ntosa, 2009: 2). The employees who have high OCB are expected to achieve optimal performance. Performance is the result of the quality and quantity of work accomplished by employees in performing their duties in accordance with the responsibilities given to them. Occasionally, the people with high performance levels are the productive ones, and, conversely those whose levels do not reach the standard are said to be non-productive or have low performance (Sutrisno, 2012: 150). The information of high and low performance of an employee can not be obtained for granted, but it is obtained through a long process in the process of employee assessment (Sutrisno, 2012: 151). The research results of Connect *et. al.* (2012), Darsana (2013), Harwiki (2013), Kasemsap (2013), Purnami (2013), Ticoalu (2013), and Hakim *et. al.* (2014) suggested that organizational citizenship behavior influences employee performance. Based on these descriptions, the hypothesis in this study was:

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 H_5 : Organizational Citizenship Behavior has positive effect on Employee Performance

The Relationship of Organizational Culture with Employee Performance

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Organizational culture is a particular pattern of assumptions, values, and norms that shape the activities, languages, symbols, and the events of employee socialization in a company (Jackson *et. al.*, 2010: 71). Every organization has a characteristic or distinctive identity; every organization has its own personality that distinguish it from other organizations. Distinctive personality requires a process to grow, to develop, and to be well-established. In most organizations, the shared values and practices have been growing rapidly along with the times and highly influence the operation of an organization. When an organizational culture is beneficial to individual needs, for example, paying the attention to the interests of workers and achievement-oriented, the levels of behavior can be expected to reach higher goals. The research results of Cahyono (2012), Noor (2012), Harwiki (2013), and Lazuardy *et. al.* (2014) showed that organizational culture influences employee performance. Based on these descriptions, the hypothesis in this study was:

H_6 : Organizational Culture has positive effect on Employee Performance

The Relationship of Compensation with Employee Performance

Job satisfaction is people's perception about various 20
pects of their jobs (Wirawan, 2013: 698). Perception is one's feeling and attitude towards his work. The feelings and attitudes can be positive or negative. If people feel and behave positively towards their jobs, they are satisfied with their works. If they feel and act negatively toward their work, they are not satisfied with their works. Basically, job satisfaction is individualized. Each individual has varied level of satisfaction according to the system of values that apply to him. It is due to the differences in each individual. The more thr aspects of the work which fit the wishes of an individual, the higher the level of satisfaction perceived. On the contrary, the fewer the aspects of the work which fit the wishes of an individual, the lower the level of satisfaction felt (Sutrisno, 2012: 76). The employees who

obtain job satisfaction will show positive results. The research results Dhermawan *et. al.* (2012), Rahayu *et. al.* (2013), and Suwati (2013) showed that compensation has the effect on employee performance. Based on these descriptions, the hypothesis in this study was:

H_7 : Compensation has positive effect on Employee Performance

The Relationship of Job Satisfaction with Employee Performance

Job satisfaction is employee's happy or unhappy feeling in perceiving and conceiving his job (Sutrisno, 2012: 75). Human needs are very diverse, both in types and levels, and even humans have the needs that tend to be unlimited. It means that needs always increase over time and people always attempt with all of their abilities to satisfy their needs. Job satisfaction is basically something individual. Each individual has various level of satisfaction according to the value system that applies to him. The higher the assessment of the perceived activities in accordance with the wishes of an individual, the higher the satisfaction with the activities. The employees who get high job satisfaction are able to show maximum work. The research results of of Komalasari *et. al.* (2009), Pujiastuti and Sriwidodo (2011), Riansari *et. al.* (2012), Kasemsap (2013), Hakim *et. al.* (2014), Hartanto (2014), and Lazuardy *et. al.* (2014) showed that job satisfaction influences employee performance. Based on these descriptions, the hypothesis in this study was:

H_8 : Job Satisfaction has positive effect on Employee Performance

The Relationship of Organizational Commitment with Employee Performance

Organizational commitment is an employee's psychological and physical sense of connection or attachment to the organization where he works or the organization in which he is a member (Wirawan, 2013: 713). The employees who are highly committed to the organization show the acceptance, strong conviction to the values and goals of the organization, and strong encouragement to maintain their membership in the organization for the achievement of organizational goals. In addition, the employees who are highly committed try to work optimally with good performance. The research results of Djameludi (2009), Wijayanti (2010), Ticoalu (2013) and Hakim *et. al.* (2014) showed that organizational commitment influences employee performance. Based on the descriptions, the hypothesis in this study was:

H_9 : Organizational Commitment has positive effect on Employee Performance

METHOD

Organizational culture is the values, principles, traditions, and ways of working shared by employees in influencing the way to act. This concept was measured using the indicators used by Rini *et. al.* (2013) with five indicators. Compensation is all kinds of awards in the form of money or non- money given to employees appropriately and fairly for their services in achieving the objectives. This concept was measured using the indicators used by Murty and Hudiwinarsih (2012) with five indicators. Job satisfaction is employee's happy or unhappy feeling perceiving and conceiving his job. This concept was measured using the indicators used by Pudjiastuti and Sriwidodo (2011) with five indicators. Organizational commitment is an employee's psychological and physical sense of connection or attachment to the organization. This concept was measured using the indicators used by Pudjiastuti and Murty and Hudiwinarsih (2012) with five indicators. Organizational citizenship behavior (OCB) is a beneficial thing for employees in organizational life. This

concept was measured using the indicators used by Badruzaman (2012) with five indicators. Employee performance is a real behavior shown by each employee as the resulting performance in accordance with his role within a company. This concept was measured using the indicators used by Wijayanti (2010) with seven indicators. The population in this study were 169 employees of PT. Telkomsel Semarang. The samples used in this study were 108 employees. The analysis technique in this research was Structural Equation Model (SEM) using AMOS.

RESULTS AND DISCUSSION

The respondents in this study were 108 people, and 69.4% of them was male. This shows that the number of male employees in PT. Telkomsel Semarang was more dominant because at the time of recruiting there were more male employees who had the skills or expertise to perform the tasks according to the needs of PT. Telkomsel Semarang with the age of the respondents mostly between 21-30 years (61.1%). This suggests that most employees of PT. Telkomsel Semarang were still young so that their ability could be further enhanced to achieve a more optimal work. The study showed that most respondents (52.8%) had Bachelor education (S1). With the higher education, the employees were certainly expected to have a wider knowledge and competence to carry out the tasks assigned by the company. The tenure of the respondents indicated that most respondents were new employees with the tenure of no longer than two years (42.6%). This shows that PT. Telkomsel Semarang carried out a lot of recruitments in the last 2 years as a form of regeneration and fulfillment of employees in various work units that continue to grow along with the development of the services provided by PT. Telkomsel to consumers.

The analysis results of SEM Full model show that all the coefficients are positive values. The effect of organizational culture on organizational citizenship behavior is 0.25 so that it means that the stronger the organizational culture, the higher the organizational citizenship behavior. The coefficient of the effect of compensation on organizational citizenship behavior is 0.21, so it can be interpreted that the higher the compensation, the higher the organizational citizenship behavior. The coefficient of the effect of job satisfaction on organizational citizenship behavior is 0.38, so it can be interpreted that the higher the job satisfaction, the higher the organizational citizenship behavior. The coefficient of the effect of organizational commitment on organizational citizenship behavior is 0.33, so it can be interpreted that the higher the organizational commitment, the higher the organizational citizenship behavior.

The coefficient of the effect of organizational citizenship behavior on employee performance is 0.32, so it can be interpreted that the higher the organizational citizenship, the higher the employee performance. The coefficient of the effect of organizational culture on employee performance is 0.14, so it means that the stronger the organizational culture, the higher the employee performance. The coefficient of the effect of employee performance on compensation is 0.32, so it can be interpreted that the higher the compensation, the higher the employee performance. The coefficient of the effect of job satisfaction on employees performance is 0.18, so it can be interpreted that the higher the job satisfaction, the higher the employee performance. The coefficient of the effect of organizational commitment on employee performance is 0.26, so it can be interpreted that the higher the organizational commitment, the higher the employee performance. The goodness of fit test results for SEM model can be seen in Table 2 below

Table 2
Model Structural

Goodness of Fit Index	Cut of Value	Results
Chi-Square	Smaller than expected Chi-Square (χ^2 table), with sig. $\alpha = 0,05$, and $DF = 449$ so χ^2 table = 499,401	447,796
Probability	$\geq 0,05$	0,507
CMIN/DF	$\leq 2,00$	1,997
GFI	$\geq 0,90$	0,939
AGFI	$\geq 0,90$	0,892
TLI	$\geq 0,95$	0,963
CFI	$\geq 0,95$	0,952
RMSEA	$\leq 0,08$	0,068

The model fit test results demonstrate the chi-square value of $447.796 <$ (smaller) than the chi square table of 499.401 with sig. $0,507 > \alpha = 0.05$, which means that the covariance matrix between predictions and actual observations are the same. The other results show that the value of CMIN/DF, TLI, CFI and RMSEA fits with the cut of value specified. The values of GFI and AGFI are smaller than the cut of value determined, so they are considered marginal. Based on the results, it can be concluded that in general the SEM model used can be categorized as fit to define the causality relationship of the factors used. The test results can be shown in Table 3 below

Table 3
Hypothesis Testing

Hypothesis	Subject	CR.	α
1.	Organizational Culture on OCB	3.297	0.25*
2.	Compensation on OCB	2.794	0.21*
3.	Job Satisfaction on OCB	4.768	0.38*
4.	Organizational Commitment on OCB	4.113	0.33*
5.	OCB on Employee Performance	3.429	0.32*
6.	Organizational Culture on Employee Performance	2.261	0.14*
7.	Compensation on Employee Performance	5.117	0.32*
8.	Job Satisfaction on Employee Performance	2.566	0.18*
9.	Organizational Commitment on Employee Performance	3.761	0.27*

*Note: all paths significant at $p < 0.05$

DISCUSSION

Based on the research on the effects of organizational culture, compensation, job satisfaction, and organizational commitment on organizational citizenship behavior and their impacts on employee performance (the study at PT. Telkomsel Semarang), from the research results obtained, it can be discussed as follows:

The Effect of Organizational Culture on Organizational Citizenship Behavior

The hypothesis test proved that organizational culture influenced organizational citizenship behavior. The results provided a theoretical implication that the stronger the organizational culture, the higher the organizational citizenship behavior of the employees of PT. Telkomsel Semarang.

The research results show that the organizational culture at PT. Telkomsel Semarang was quite strong, but it still lacked in terms of the employees that they were encouraged to take initiative and creativity in performing the works. Therefore, by encouraging their initiative and creativity at work, such as running their duties without being asked by the leaders when the tasks have become part of their responsibility. Then it is important to encourage their initiative to assist other colleagues in need of assistance, such as helping complete the tasks when their co-workers have a lot of tasks, and the employees have enough time to spare and have the ability to help, and does not infringe on their authority. They have the implications for the improvement of the organizational citizenship behavior at PT. Telkomsel Semarang. The research results obtained support the research of Darsa (2013), Harwiki (2013), John and Silitonga (2013), Oemar (2013) and Rini *et. al.* (2013) suggesting that organizational culture influences organizational citizenship behavior.

The Effect of Compensation on Organizational Citizenship Behavior

The hypothesis test proved that compensation influenced organizational citizenship behavior. The results provided a theoretical implication that the higher the compensation, the higher the organizational citizenship behavior of the employees of PT. Telkomsel Semarang.

The research results show that the employees provided enough assessment on compensation so that compensation needs to be increased for some factors that seem to be insufficient. For example, food allowance can be added for adjusting the increasing price of food. In addition, transportation allowance can be given to all employees because employees needs transportation costs to come to work. The policy to give the reward for achieving employees should also be further clarified. For instance, the employees who consistently achieve the employment targets and the employees who are always on time and complete the task at the time determined are the employee who may be considered for the rewards on the accomplishments they achieve. More appropriate compensation will make employees more enthusiastic about work and more willing to perform the tasks exceeding what they did before, such as working overtime and willing to help other working units at the request of the company in order that the work process run can be more smoothly and quickly done. This makes the application of appropriate compensation will have the implications for the improvement of organizational citizenship behavior at PT. Telkomsel Indonesia. The research results obtained support the research of Fitrianasari *et. al.* (2012) and Rini (2013) who stated that compensation has the effect on organizational citizenship behavior.

The Effect of Job Satisfaction on Organizational Citizenship Behavior

The hypothesis test proved that job satisfaction influenced organizational citizenship behavior. The results provided a theoretical implication that the higher the job satisfaction, the higher the organizational citizenship behavior of the employees of PT. Telkomsel Semarang.

The research results at PT. Telkomsel Semarang show that job satisfaction perceived by the employees was adequate so that it is necessary to be improved in several factors that still make the employees unsatisfied,

such as raising the salaries for the employees. In addition, it is necessary to apply a more transparent promotion system. For example, every selection process for promotion is disseminated to the employees. The relation between the employees and the managers should also further enhanced by communicating closely so that it can create a closer and better relationship. By creating a more satisfactory conditions for the employees at work, the employees will be easier to help each other with colleagues and the managers voluntarily so that it has the implications for the improvement of organizational citizenship behavior at PT. Telkomsel Semarang. The research results obtained support the research of Sena (2011), Fitriansari *et. al.* (2012), Connect *et. al.* (2012), Kasempasap (2013), Rini *et. al.* (2013), William and Setiawan (2013) and Hakim *et. al.* (2014) who stated that job satisfaction influences organizational citizenship behavior.

The Effect of Organizational Commitment on Organizational Citizenship Behavior

The hypothesis test proved that organizational commitment influenced organizational citizenship behavior. The results provided a theoretical implication that the higher the organizational commitment, the higher the organizational citizenship behavior of the employees of PT. Telkomsel Semarang.

The research results at PT. Telkomsel Semarang show that employees had a high commitment, but there were some forms of commitment that had not been shown optimally by the employees by having no intention to look for the work in other companies and to stay to work at PT. Telkomsel for a long time. In order that the employees are more committed by not seeking other employments and still working within the company, the company may provide clearer career paths, the works given by an aptitude test and the ability to determine the type of jobs which are suitable with the employees' abilities and talents. Therefore, by getting the jobs that match their abilities and talents, the employees will have the desire to continue to run their tasks. This will make the employees be more focused on the work undertaken at PT. Telkomsel so that their actions at work will be more oriented to perform the company tasks well, such as helping their co-workers who have a lot of work to be completed on time and the company achieves the desired goal. This makes the high commitment will have the implications for the improvement of organizational citizenship behavior at PT. Telkomsel. The research results obtained support the research of Sena (2011), Khan and Rashid (2012), Connect *et. al.* (2012), Harwiki (2013), Oemar (2013), Prabowo and Setiawan (2013), Purnama (2013), Rini *et. al.* (2013), William and Setiawan (2013), and Gosaria and Setiawan (2014) who stated that organizational commitment influences organizational citizenship behavior.

Effects of Organizational Citizenship Behavior on Employee Performance

The hypothesis test proved that organizational citizenship behavior influenced employee performance. The results provided a theoretical implication that the higher the organizational citizenship behavior, the higher the employee performance of PT. Telkomsel Semarang.

The research results of research at PT. Telkomsel Semarang show that the organizational citizenship behavior of the employees was only shown to be sufficient. This shows that the organizational citizenship behavior of that employees still needs to be improved. The employees should have a great desire to help the co-workers. For example, when an employee has completed the work before the working hour is over, he/ she can assist a colleague who has a lot of running tasks so that the work of the co-worker can be quickly completed. The employees should also provide tolerance to the co-workers who make mistakes

and help correct their errors so that the results achieved are in accordance with the expected ones. The employees also do not get used to complain when facing undesirable situations, such as getting a lot of tasks. The employees must receive and be ready to perform various tasks assigned wholeheartedly because they have already been their responsibility. By improving their organizational citizenship behavior, the employees will perform actions that exceed the usual in performing their duties, for example, by willingly helping their colleagues who have many duties and working beyond the specified time so that the works can be completed in a timely manner. It will have the implication on the employees' performance over the maximum so that it will have the effect on improving the performance of the employees of PT. Telkomsel Semarang. The research results obtained support the research of Connect *et. al.* (2012), Darsana (2013), Harwiki (2013), Kasemsap (2013), Purnami (2013), Ticoalu (2013) and Hakim *et. al.* (2014) who suggested that organizational citizenship behavior influences employee performance.

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The Effect of Organizational Culture on Employee Performance

The hypothesis test proved that organizational culture influenced employee performance. The results provided a theoretical implication that the stronger the organizational culture, the higher the employee performance of PT. Telkomsel Semarang.

The research results show that the organizational culture at PT. Telkomsel Semarang has already been strong but it has not been stronger in terms of employees who should encouraged to take initiative and creativity in doing their jobs. The employees should have a high initiative in performing the tasks. For example, when they come to the workplace, they directly perform the tasks and do not talk unimportant things with other co-workers so that it can be a waste of working hours. In addition, the employees also need more creativity in performing the tasks, such as creating new ways in performing their duties so that it makes the implementation process more effective and efficient and produces the optimal quantity of work and the targets can be achieved. This will have the implications on improving the employee performance of PT. Telkomsel Semarang. The research results obtained support the research of Cahyono (2012), Noor (2012), Harwiki (2013) and Lazuardy *et. al.* (2014) who suggested that organizational culture influences employee performance.

The Effect of Compensation on Employee Performance

The hypothesis test proved that compensation influenced employee performance. The results provided a theoretical implication that the higher the compensation, the higher the employee performance of PT. Telkomsel Semarang.

The research results at PT. Telkomsel Semarang show that the employees provided enough assessment on compensation so that the compensation still needs to be improved, such as providing more food allowance due to the increasing price of food stuffs. Providing transport allowance is also required by all employees since the operational needs to travel to the workplace tend to increase. Besides, higher reward to the achieving employees should be reviewable by giving the rewards in other forms that could allow the employees to get it, such as the reward of the employee of the month for their diligence to come to work, their punctuality, and completing the tasks according to the targeted quantity and the specified time. With a more precise compensation, it will the make the employees feel rewarded higher by the company so that they will

be more motivated to work better with full totality. Consequently, it has the implications on improving the performance of the employees of PT. Telkomsel Semarang. The research results obtained support the research of Dhermawan *et. al.* (2012), Rahayu *et. al.* (2013), and Suwati (2013) who stated that the compensation has the effect on employee performance.

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The Effect of Job Satisfaction on Employee Performance

The hypothesis test proved that job satisfaction influenced employee performance. The results provided a theoretical implication that the higher the job satisfaction, the higher the employee performance of PT. Telkomsel Semarang.

The research results at PT. Telkomsel Semarang show that the job satisfaction perceived by the employees was sufficient. This suggests that the job satisfaction still needs to be improved. For example, the salaries for the employees need to be taken into account to raise every year, the application of a more transparent promotion system by involving the employees to see the process, and improving the relationships with superiors. The superiors and sub-ordinates can meet out of the working hours to communicate each other so as to strengthen a better relation and it will lead to a familiarity between the employees and the managers. Creating the conditions within the company will make the employees satisfied in their work, and the employees will be happy in performing the work that has the implications for the better work. The research results obtained support the research of Komalasari *et. al.* (2009), Pujiastuti and Sriwidodo (2011), Riansari *et. al.* (2012), Kasemsap (2013), Hilm *et. al.* (2014), Hartanto (2014) and Lazuardy *et. al.* (2014) who stated that job satisfaction influences employee performance.

The Effect of Organizational Commitment on Employee Performance

The hypothesis test proved that organizational commitment influenced employee performance. The results provided a theoretical implication that the higher the organizational commitment, the higher the employee performance of PT. Telkomsel Semarang.

The research results at PT. Telkomsel Semarang show that the employees were highly committed but still not high enough when it was seen from a commitment to keep working within the company and not to consider other job offers. In order to increase the commitment of the employees, the company may provide some of the values that make the employees feel at home working at PT. Telkomsel, for example, by raising the salary based on the length of employment at PT. Telkomsel. In this way, it is expected that the employees wish to work longer at PT. Telkomsel and concentrate more on the works undertaken at PT. Telkomsel. It has the implications on better work, and it support on improving performance. The research results obtained support the research of Djamaludi (2009), Wijayanti (2010), Ticoalu (2013) and Hakim *et. al.* (2014) who stated that organizational commitment influences employee performance.

CONCLUSION

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The study found that organizational culture has not been able to strongly improve employee performance although the company has tried to change the organizational culture. The other findings show that Organizational Citizenship Behavior did not fully participate in mediating the factors, such as organizational culture, compensation, job satisfaction, and organizational commitment. The employee performance of PT. Telkomsel Semarang can be enhanced in four ways:

Compensation as the Most Important Factor in Improving Employee's Performance

1. The strongest factor shows that the fastest way to improve employee performance is compensation. It was shown from the reward to the employees for their achievements and the provision of benefits by the company, such as meal and transportation allowances for the employees of PT. Telkomsel Semarang.
2. The second factor that will quickly improve the employee performance is the commitment of the employees. It was reflected from the intention of the employees of PT. Telkomsel Semarang to remain working at the company for a long time, or it can be said that they feel that they have the organization. In addition, the employees also had a desire to be involved in the activities organized by the company.
3. The third factor that will improve the employee performance is their job satisfaction. Their satisfaction was reflected from the transparent and objective promotions as well as adequate salary for them.
4. The final factor that can improve the employee performance of PT. Telkomsel is the organizational culture. It is an irony; when the company had always maintained a strong culture by replacing the credo twice, but it had not succeeded in instilling the values of the organization for the employees. Cultural factors are reflected from the encouragement of creativity, their realistic work standard setting, and their adequate reward/remuneration is adequate.
5. Organizational Citizenship Behavior (OCB) would only serve as a partial mediation and not be a full mediating factor in the relationship among the variables in this study.

This have several suggestions:

1. The factor of organizational citizenship behavior of the employees will be able to quickly create when the employees are willing to help their colleagues who have a lot fo works, so they can be completed before the working hour is over. Mutual help in the completion of tasks will help increase the performance of the employees.
2. Compensation is the strongest variable that influences employee performance. The compensation factor will be stronger if the management of PT. Telkomsel Semarang provides higher rewards to the employees who excel in a variety of criteria, such as the employees who always come to work and come to work on time, and the employees who always achieve employment targets in terms of both the results and the completion time. Reward can be in the form of either certificates or cash that motivates the employees to always have a good performance.
3. Organizational commitment was the second factor that influenced the performance of the employees. This factor will be increased when the employees are given the socialization on the importance of the sense of belonging the organization and the provision of clear career paths in the future, the provision of working facilities such as official vehicles, and increased financial rewards to the employees. This factor makes the employees happier to work at PT. Telkomsel, so they do not have the intention to work in other places that do not necessarily provide the same facilities.
4. Job satisfaction was the third factor influencing the employees' performance. This factor will be increased by paying more attention to the salaries paid to the employees. There is an expectation that the employees of PT. Telkomsel need to raise their salary at least 20% every year.

5. Organizational culture was the weakest factor influencing the employee performance. Therefore, the factor can be believed to be a factor that will enhance the performance according to the organization's expectations. It should socialize the values embodied in the credo more intensively to the employees in various ways. It can be carried out, for example, by providing symbols on walls and banners in the company, saying the key words before starting to work, and others.

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