

Analyzing the Role of Job Satisfaction and Commitment to Employees' OCB

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ABSTRACT

OCB or organizational citizenship behavior is a behavior of employees who voluntarily perform jobs that are outside the job desk or standard tasks that are usually performed and assigned to them. Usually this is done in order to help the company survive in achieving their goals. The study aims to review and also learn about the influence of organizational culture and also job satisfaction as well as organizational commitment of employees to organizational citizenship behavior. The research itself was conducted at XYZ Corporation. The population sample used in this study was approximately 67 employees. This research advances saturated sampling techniques as well as simple random samplings. Taking data yourself through the questionnaire. Meanwhile, the analytical technique used in this study is double linear regression. The results of the analysis showed that organizational culture and job satisfaction as well as organizational commitment have a very significant and positive influence on organizational citizenship behavior. The higher the organizational culture among the employees, the higher the OCB. In the same way, the higher the organizational commitment will then be compared to the OCB.

Keywords : Job Satisfaction, Commitment, Organizational Citizenship Behavior

INTRODUCTION

Human resources or commonly known as SDM is something that has a pretty important role within the company and also the organization. Especially those that are closely related to the effectiveness, efficiency and also success of a company or organization that have an adverse effect on the quality of the performance of such human resources.

If the human resources within a company are performing well, they can have a direct impact on the company's progress, and can also be used to the goals that are already targeted by the company or organization. The role of the human resources presented by the company must present good performance and performance. If the performance is bad,

then the company will surely have an impact where there is a decline. That in any company or organization this has human resources that are vital and vital resources that can have an effect on the company.

Good management of human resources must be accompanied by the skills of managers and every leader in the management of such human resources. And it must be understood that the problem of managing human resources must be tackled well based on the thinking of Widodo. (2015). By hiring an employee whose abilities and skills are willing to devote to the interests of the organization and the company, it becomes a hope that can advance the company and the organization.

Employees as human resources within a company must be able to present a sense of responsibility for the work done and also good performance. With this, of course, the company can present recognition and/or recognition of the achievements of employees who are capable of presenting the maximum performance. Every company has a tendency in finding and implementing and enabling to obtain human resources with good quality and skills to be competitive in order to deliver the desired work. But in fact, sometimes companies don't find the HR they need.

A company that achieves great success must necessarily need the help of an employee who presents the nature of the ability within to do its job to the maximum. It could even be more than a formal assignment. It's not uncommon for employees to be able to do and deliver performance beyond the company's expectations and to be capable of multi-tasking. Doing work and tasks in the company well and doing a lot of things, can give you an opportunity to compete very well against competitors. The SDM or human resources of course does not just do its role according to the job description that is addressed to them. Employees must have extra behavior of the role that can present a positive influence on the existence of the company and also the organization. Employees who can increase productivity within the company of course also have extra-role behavior called also organizational citizenship behavior . (OCB).

Literature Review

Organizational citizenship behavior (OCB) is defined as the behavior of employees who voluntarily perform other tasks and also when helping their colleagues complete the job. According to research by Pourkiani et al. (2014) that OCB has a definition is the conduct of employees volunteered to perform tasks other than those assigned to them. And the work of the course is not directly appreciated by the company.

Based on research by Lakshmi and Nicholas (2015) that OCB has a definition of a positive behavior of individuals who become members of the organization in the form of their willingness. Both consciously and also voluntarily to do work and also contribute to companies and organizations both formally and non-formally that can support the functioning of the company and organization to the maximum. While based on Rauf (2014) mentioned that the OCB is an act of behavior of individuals that indirectly gains recognition from the company that gives appreciation in its function in a company or organization.

According to Stanley (2013) OCB itself has a definition that an undertaking that has the basis of the employee's wisdom in presenting benefits to an organization or company voluntarily without any reward. OCB behavior is an initiative behavior within helping other employees by staying in compliance with rules and procedures within the

organization. In addition, employees are also active in giving ideas or suggestions to the company. Employees must also be able to work much better without supervision from their leaders. The behavior is taught with spontaneity and also approval.

Organizational culture itself has an understanding as a system carried out by members that makes an organization have a difference from other organizations. Besides, the organization's own culture has other understandings as a belief and also feelings by presenting behavior and also symbols that are characteristic of an organization. According to research by Miharty (2013) organizational culture has definitions and understanding of basic assumptions within groups that can be used to solve problems from the external side as well as internal integration that could be the subject of consideration. Organizational culture becomes one of the patterns of internal and external problem solving that can be applied in an organization.

The main function of this organizational culture is the distinctive boundaries to the environment and also the organization and other groups that are the mechanisms of control on the aspects of guiding and shaping attitudes to the behavior of employees. From the culture of the organization can be presented a positive impact on the OCB within a company. According to Oemar (2013) there is a correlation between the positive activities of employees within evaluating the culture of the organization and also the correlations between their involvement in the agency or company that can get an increased tendency to organizational citizenship behavior (OCB) .

According to research by Robbins and Judge (2015), organizational culture is a sharing system that means it is done by members by distinguishing one organization from another. While based on the thinking of Belias and Koustelios (2014) organizational culture itself is a basic assumption pattern that is used as a way inside to solve external problems and also internal integration that has been considered to work well and has also gained validation

According to Junchen (2012), organizational culture is a pattern of problem solving that exists both internally and externally and can be used consistently within a company and an organization. Job satisfaction is an individual's response to their work experience. Employment satisfaction is a level of employee satisfaction associated with the employee's job according to Puangyoykeaw and Nishide . (2015). This research on job satisfaction presents personal factors consisting of individual needs and aspirations which are determinants of employee satisfaction. Within the working group and the organizational factor, there is a correlation between the co-workers and supervisors to the employment policy and compensation.

In doing the assumption of job satisfaction within the company must of course be a primary determinant of the OCB. Employees who feel satisfied should already be seen in the positive discussion about the company that is their place or the organization. In helping colleagues of course must exceed the normal equivalence in their work.

Job satisfaction has a fairly close correlation with OCB if seen from employees who work where their jobs are more likely to be involved in OCB based on the milk statement Robbins and Judge (2015). While based on research from Fitrianasari , et, al., (2013) it is that if job satisfaction has a direct influence on OCB or Organizational Citizenship Behavior that is well tested. This can be seen in the perception of job satisfaction that is closely related to the feelings of satisfaction of employees driven by some aspects of the

job with a positive response as well as being a driving force towards the high side of the OCB.

While from the research carried out by Merry Ristiana (2013) it is mentioned that job satisfaction becomes a very important determinant in order to encourage employees to show the behavior of OCB or organizational citizenship behavior. It's because of individuals who can present satisfaction in their work. And this has a tendency to embody the work with responsibility and dedication.

While research from Wijaya and Sutanto (2014) mentions that employee job satisfaction has a positive and significant influence on OCB or organizational citizenship behavior. In this case it means that if employee satisfaction is high, it can have an impact on increasing organizational Citizenship Behavior in PT XYZ in a maximum way.

Organizational commitment itself has a view as an orientation towards organizational values that presents individual thinking as well. Leading the work and the side of the organization according to research by Tania and Sutanto (2013). Based on research carried out by Devi (2013) that employees with organizational commitment are active employees within the company and also active in achieving the goals and also the goals set by the company. Commitment to this company can make employees loyal and devoted to the organization and can present a good job in the interests of the organization according to research from Chamdam (2013).

Based on research from Cahyono, et, al., (2016) the results of the cultural testing of this organization showed significant influence on the side of organizational citizenship behavior or OCB to the medical staff at RSU Kaliwates Jember. The hypothesis is:

H1: Organizational culture presents a significant and also positive influence on the OCB

While based on research from Fitrianasari, et, al., (2013) it is mentioned that job satisfaction has a direct influence on OCB or Organizational Citizenship Behavior and has been tested. This can be seen from the index of work satisfaction perception that has a correlation to the feelings of satisfaction of the main aspect of the job. And this gets a positive response that can be a major driving factor of OCB, or organizational citizenship behavior OCB.

While a study from Sesen and Basim (2012) presented a positive impact of job satisfaction on OCB in Turkish secondary school teachers, this study presented the satisfaction side of work that could influence OCB or organizational citizenship behavior itself. And the hypothesis is:

H2: Job satisfaction has a significant and positive influence on OCB or Organizational Citizenship Behavior

While for research conducted by Rini, et, al., (2013) presented whether organizational commitments have a positive and significant impact on the OCB. It was found that the commitment of employees has a positive role and influence as well as a significant effect on the OCB. And this thing has the hypothesis that:

H3: Organizational commitment has a positive and significant influence on organizational citizenship behavior (OCB)

RESEARCH METHODS

This research uses a method of quantitative approach that serves as data research that has statistical data and also testing a hypothesis using a questionnaire as an instrument used in the research. There is a correlation between the organizational culture-free variable or X1 and also job satisfaction or X2 as well as organizational commitment or X3 to the bound variable of organizational citizenship behavior (OCB) called the Y symbol in this analysis.

In this study the number of population samples is about 67 employees of the company XYZ. The sampling technique in the study is with the technique of saturated samples which contains simple random sampling. This is because the sample collection of the population was done in a random way without including the layers that are present in the population.

Meanwhile, for the data analysis technique itself, it advances the double linear regression method to determine the influence of Organizational Culture (X1), Job Satisfaction (X2) and Organizational Commitment (X3) and also OCB. (Y). The influence of a free variable on this bound variable was tested with a confidence rate of about 95% or a value of 5%. The regression model presented in this study is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 \dots (1)$$

Description:

Y = Organizational Citizenship Behavior (OCB)

X1 = Organizational Culture

X2 = Job Satisfaction

X3 = Organizational Commitment

α = constant

β_1 = Organizational Culture Regression Coefficient

β_2 = Labor Satisfaction Regression Coefficient

β_3 = Organizational Commitment Regression Coefficient

ε = error



Chart1. Quantitative Method

RESEARCH RESULTS AND DISCUSSION

Table 1. Classification Respondent

No	Characteristics	Classification	Respondent	Percentage
1	Age	20 - 30	26	38.8
		31 – 40	30	44.8
		More from 40	11	16.4
2	Gender _	Man	46	68.7
		Woman	21	31.3
3	Education	High school/ equivalent	42	62.7
		Bachelor	25	37.3
4	Long time at the company	Less than 1 year	25	37.3
		1 – 3 years	30	44.8
		More from 3 years	12	17.9
Amount			67	

The data in table 1 shows that between the ages of 20 and 30 there were about 26 respondents. Then between 31 and 40 there were around 30 respondents with the rest over 40 years of age. While in terms of education, employees with the last education of high school or equivalent there are about 42 people. Meanwhile for long working in the company XYZ, the average of about 1 to 3 years that is recorded there is about 30 respondents.

Table 2. Multiple Linear Regression Analysis Test

Model	Unstandardized Coef		Std Coef	t	Sig
	B	St. Error	Beta		
(Constant)	12,252	4,699		2,607	0.011
Culture Organization	0.849	0.339	0.279	2,508	0.015
Satisfaction Work	0.837	0.362	0.258	2,315	0.024
Commitment Organizational	0.651	0.189	0.379	3,450	0.001
R	0.860				
R2	0.672				
Adjusted R2	0.656				

From the table 2 are obtained the results of the double linear regression analysis test with a significant value of the test t about 0.015 against the analysis of organizational culture to the OCB. While the result of the t against the beta coefficient is 0.279. From this Sig. t result that gets less than the value of 0.05 then the Organizational Culture has a significant and also positive influence on the OCB .

From the results of the analysis obtained that the culture of the organization has a considerable influence and also positive that emerges as a result of employees will be more oriented to the results and also the interests of all team members. And employees will always be aggressive in the affairs of their work at the company XYZ.

The results of the test are in line with the research from Oemar (2013) which states that employees who have a positive role can bring a good organizational culture. As with the research from Wijaya (2017) that states that the culture of the organization has a significant and also positive influence on the OCB. This influence can be seen with increasing of the organizational culture that will increase the OCB towards employees within the company. While research from Erna Setyawanti (2012) stated that the organizational culture can give a positive and also significant influence over the OCD of employees of PT PLN. The correlation between the culture and also OCB is indeed quite give a large influence.

Research from Maulani (2015) that the influence of the culture of an organization with OCB has a significant and also positive influence. From the table 2 is obtained the influence of the satisfaction of the work to the OCB. The significance of this test t is given the value of 0.024. This Sig.t value has a value of 0.024 and also a beta coefficient of

0.258. From such results obtain the sig t value is less than 0.05. From this result then obtain if satisfaction from the work has a significant and positive influence on the OCB .

The analysis indicates that job satisfaction has an impact on organizational citizenship behavior in accordance with H2 which states that Job Satisfaction has a significant and positive impact on Organizational Citizenship Behavior . In addition, employees are also satisfied with the help of their leaders and are also happy to have a good relationship with fellow employees within the company XYZ

The results are in line with a study by Fitrianasari (2013) which states that job satisfaction has a direct influence on OCB or Organizational Citizenship Behavior . This can be demonstrated by the perception of employment satisfaction that has a correlation to the feelings of satisfaction in employees of some aspects of the job that have a positive side and is also a driving factor of the side of organizational citizenship behavior (OCB) that is strong enough.

While Merry Ristiana's (2013) research itself states that job satisfaction also has important determinants in encouraging other individuals to show OCB or organizational citizenship behavior . This is because individuals who have satisfaction in their work have a tendency to work with full dedication and also high responsibility.

The results of this analysis are also consistent with the research from Wijaya and Sutanto (2014) which mentions that employee satisfaction has a significant and positive influence on organizational citizenship behavior or OCB. It is of course related to the employee's job satisfaction that increases can have an impact on increasing OCB or organizational citizenship.

The same is true of Widyanto's research. (2013). In his research that employee job satisfaction has a positive and also significant impact on OCB or organizational citizenship behavior of employees of cleaning services ISS. This of course makes job satisfaction have an impact. Sesen and Basim milk research (2012) presents the positive and also significant impact of job satisfaction on OCB that occurred in Turkey also in accordance with the results of the analysis. This study suggests that job satisfaction can influence organizational citizenship behavior , and can also be influenced by the organization's own.

The results of the t-significance test in Table 3 yielded a result of 0.001. The results of the analysis of the impact of Organizational Commitment on OCB or Organizational Citizenship Behavior obtained a beta coefficient of 0.379. From the Sig. t value it is obtained to have a magnitude smaller than 0.05. It indicates that the Organizational Commitment has an enormous influence on the positive and also significant side of the OCB. The results of this analysis indicate that organizational commitment plays a significant role in organizational citizenship behavior , and the results are also in line with the three or H3 hypothesis, which states that Organizational Commitment has a significant and positive influence on OCB or Organizational Citizenship Behavior .

The result is that employees have the pride to work in the company. Employees in this company XYZ have the belief that working in that company is a necessity so that employees feel the opportunity to showcase their job and their best skills. Employers are willing to be involved and participate in work activities that are ahead of the company's interests. In addition, employees do not leave the company because of the close connection between the company and employees.

From the results of the analysis in accordance with the research from Rini (2013) which presented that the commitment of the organization has a significant and also positive impact on OCB. Employee commitment is more role-giving and can speak positively about their performance to the company. It can help other individuals as well as exceed expectations in the work of the employees. Besides, employees can do things work based on their own wishes and also done without cooperation according to research by Devi and Adnyani (2015).

Another study was conducted by Sani (2013) who had a population of data of 74 employees of PT Shariah Bank Malang. The study found that organizational commitment has a significant and positive impact on the OCB. Then Rahmawati's (2013) study stated that the organization's commitment is able to present a significant, positive influence on the OCB .

From the theoretical point of view, the results of this study are able to present that the organizational culture, job satisfaction and also organizational commitment are able to give a significant and positive side to organizational citizenship behavior or OCB. Thus, these results can present an empirical support side and can provide previous study results that correspond to the research results.

While viewed from the practical side, this research could present benefits to all aspects of the XYZ company including management and employees in order to accept foreign cultures that are flooding into the corporate environment. And of course there's no need to make a distinction between the cultures that exist within the company. It could improve OCB behavior to employees in the company. Management and employees can work together due to the behavior of the employees so that it can make the performance of employees faster and also much more efficient and efficient for the company. Management and also employees can increase the commitment within the organization or enterprise due to increased commitment within the enterprise. And of course can create a good cooperation between fellow employees that can improve the OCB behavior towards employees in that company.

CONCLUSION

The study concludes that the culture of the organization has and also presents a significant and positive side of influence on the organization's citizenship behavior . This course presents the idea that when the organizational culture is able to be applied well within the company or organization then it can have an effect or impact by improving the OCB attitude towards the employees who work in the company. The higher the value of employee satisfaction to the organization, the greater the attitude of the OCB towards employees within the company or organization. Organizational commitment itself has a positive influence and also signifies on the oCB or organizational citizenship behavior . It presents that the greater the value of the organizational commitments of employees, then can improve the OCB attitude towards employees within the organization or company.

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