

Factors Influencing Organizational Citizenship Behavior of Employees

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Abstract

Purpose – The purpose of this study was to determine the effect of organizational commitment and job satisfaction on organizational citizenship behavior (OCB).

Methodology – The total population used is 35 people who are all employees of PT. SUSILA in Denpasar. This research is a population research or census study. Data collection using a questionnaire technique. Furthermore, the data were analyzed using multiple linear regression analysis techniques.

Findings – The results of the study indicate that there is a partial and simultaneous positive and significant influence between organizational commitment and job satisfaction on organizational citizenship behavior.

Originality – The results showed that private employees also found that organizational commitment and job satisfaction would be able to encourage employees to do extra work outside of their main job.

1. Introduction

Entering the era of globalization, competition between companies is much tougher than the previous competition, because this competition is faced with competition that exists abroad. Indirectly the company will issue the best strategy to win the competition, especially human resources. Every company certainly wants to have employees who have good behavior as shown by helping other employees and are able to do work other than what has been assigned as proof of being able to show performance that exceeds expectations or also known as organizational citizenship behavior (OCB).

Organizational citizenship behavior (OCB) is a willingness to do work by being willing to do tasks outside of the tasks that have been given without getting rewards from the organization (Widyanto, et al., 2013). Humans are referred to as social beings who have empathy for other people and their environment which can encourage them to behave more than just their profit motives (Quzwini, 2013). Kurniawan (2015) states that organizational citizenship behavior (OCB) is related to organizational performance results such as service quality, organizational commitment, employee involvement, and leader-member exchange. Ahdiyana (2011) states that several factors influence OCB, namely organizational culture and climate, personality and mood, perception of organizational support, length of service, and gender. Chahal and Mehta (2011) revealed in their research results that several factors that can comprehensively affect OCB are role clarity, job satisfaction, leadership, organizational commitment, organizational justice, and individual traits, which will very affect organizational performance.

Wibowo and Susilowati (2010) state that there are five indicators of OCB, namely altruism (helpful behavior), conscientiousness (seriousness in work), sportsmanship (high tolerance), courtesy (being polite), civic virtue (putting common interests first). A similar opinion was expressed by Mahayasa, et al. (2018), who identified OCB into five indicators namely altruism, courtesy, civic virtue, conscientiousness, and sportsmanship. In contrast, Ahdiyana (2011) put forward the dimensions of OCB in general into three main elements namely, obedience, loyalty, and participation.

The relationship between OCB and organizational commitment and job satisfaction has produced various results from research, as in previous research by Wibowo and Susilowati (2010) that OCB is significantly influenced by organizational commitment. In addition, research from Widyanto, et al., (2013) states that OCB is significantly influenced by organizational commitment and job satisfaction. Similar results were also stated by Arasli and Baradarani (2014) who stated that OCB was positively influenced by employee job satisfaction.

Wibowo (2013) stated that organizational commitment is a psychological status/condition that characterizes the relationship between employees and their organization which has an impact on their decision to continue to be members of the organization. Kurniawan (2015) stated that organizational commitment is an allegiance or loyalty aimed at the organization or company where employees work. When employees already commit to the organization or company where they work, they tend to last a long time and have a high desire for career development while working.

Mahayasa, et al., (2018) states the concept of organizational commitment by identifying three important indicators of employee commitment, namely affective commitment, continuance commitment, and normative commitment. The relationship between organizational commitment to OCB has produced various results from research, such as research conducted by Rini, et al., (2013) which shows that organizational commitment has a significant positive effect on OCB so that organizational commitment can explain unique variants in OCB. In line with the results above, Purba and Seniati (2004) also found that organizational commitment has an effect on OCB in countries, especially Indonesia. Different results were stated by Darmawati, et al., (2013) where the results of the multiple regression analysis found results that organizational commitment did not affect the OCB variable.

According to Darmawan and Satrya (2018) basically, someone at work will feel comfortable and have high loyalty to their organization, if at work the individual feels a satisfaction that gives

appreciation according to what is done. Job satisfaction is a need for every individual at work, so it needs to be pursued by every organization (Naway, 2014). Job satisfaction refers to a pleasant feeling that a person feels that arises as a result of a job appraisal or work experience, he experiences at work (Naway, 2014). Indicators related to work aspects that can satisfy employees such as the work itself, promotions, supervision, work partners, working conditions, challenges, and communication (Naway, 2014).

The relationship between organizational commitment to OCB has produced various results from research, such as research from Rini, et al., (2013) which shows that organizational commitment has a positive and significant influence on OCB so that organizational commitment can explain unique variants in OCB. In line with the results above, Purba and Seniati (2004) also found that organizational commitment affects OCB in Indonesia.

H1. Organizational commitment has a positive and significant effect on organizational citizenship behavior at PT. SUSILA in Denpasar.

The relationship between job satisfaction to OCB has produced various results from research. The results of the study show that job satisfaction has a significant positive effect on the OCB of employees in a company (Darmawan and Satrya, 2018).

H2. Job satisfaction has a positive and significant effect on organizational citizenship behavior at PT. SUSILA in Denpasar.

When employees are satisfied with what is in the organization, employees will provide maximum and best performance results. Likewise, workers who have high intentions for the organization will have various ways or strategies to advance the company where they work because they believe and believe in the organization where the worker works. Some previous findings also agree with existing concepts as obtained by Widyanto, et al., (2013) which resulted that organizational commitment and job satisfaction significantly affect OCB. Similar research results were stated by Rini, et al., (2013) which resulted that organizational commitment and job satisfaction having a positive and significant influence on OCB.

H3. Organizational commitment and job satisfaction have a simultaneous significant effect on organizational citizenship behavior at PT. SUSILA in Denpasar.

2. Research Method

This research is associative research with a quantitative approach because the data used to analyze the influence between variables is expressed in the form of numbers or a numerical scale. The population used is all employees of PT. SUSILA with a total of 35 people (employee data obtained as of January 2022). Due to the total population of PT. SUSILA in Denpasar numbered 35 people, so all of them will be used as respondents. In this study, researchers used data collection techniques as follows: observation, interviews, literature study techniques, and documentation techniques. The data analysis method used in this study is multiple linear regression analysis.

In the validity test, the results show that all instrument items can be declared valid. This can be stated because all correlation coefficients are greater than 0.30. Thus, the research data can be used in further analysis. In the reliability test, it was found that the overall research instrument had a Cronbach's Alpha coefficient value exceeding 0.60. So, it can be stated that all variables have met the reliability requirements so that they can be used to conduct research.

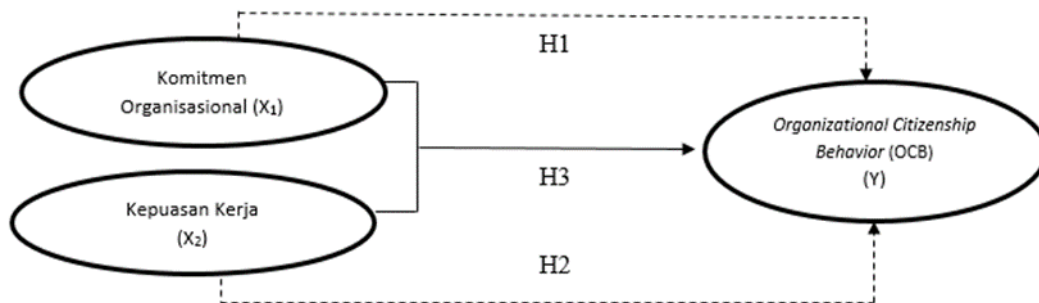


Figure 1. Research Framework

3. Results and Discussions

Table 1. Normality Results

		One-Sample Kolmogorov-Smirnov Test
		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.86818285
Most Extreme Differences	Absolute	.116
	Positive	.097
	Negative	-.116
Test Statistic		.116
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Processed data, 2022

Based on Table 1, it is found that the value of Kolmogorov Smirnov (K-S) is 0.116, while the value of Asymp, Sig, (2-tailed) is 0.200. These results indicate that the regression equation model is normally distributed because the Asymp, Sig, (2-tailed) values are greater than the alpha value of 0.05.

Table 2. Multiple Regression Test

Model	Coefficients ^a				
	B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	18.102	5.217		3.470	.002
Organizational Commitment	.529	.108	.550	4.895	.000
Job Satisfaction	.340	.093	.409	3.636	.001
R	0,848				
R Square	0,719				
Adjusted R Square	0,702				
F Hitung	41,018				
Sig.	0,000				

Source: Processed data, 2022

Based on table 2 a structural equation can be made: $Y = 18,102 + 0,529 X1 + 0,340 X2 + 5,217$

The results of these equations show the magnitude and direction of the influence of each independent variable on the dependent variable. The regression coefficient which is positive means that it has a unidirectional influence on organizational citizenship behavior. Based on the multiple linear regression equation, the coefficients can be explained as follows:

- a) The constant value assumes that without adding organizational commitment and job satisfaction variables, the value of organizational citizenship behavior is 18.102.
- b) If X1 (organizational commitment) has increased by 1 unit with the assumption that job satisfaction is considered constant, the value of organizational citizenship behavior will increase by 0.529.
- c) If X2 (job satisfaction) increases by 1 unit with the assumption that organizational commitment is considered fixed, organizational citizenship behavior will increase by 0.340.

The regression coefficient value of the organizational commitment and job satisfaction variables has a positive influence with a significance value of the t test less than 0.05, this indicates that the organizational commitment and job satisfaction variables each have a positive influence on the OCB variable.

Based on the results of the t-test for the effect of organizational commitment on OCB, the t count > t table (4.895 > 1.692) and a significance value of 0.000 with a regression coefficient of 0.529, this result means that organizational commitment has a significant effect on employee's OCB. Based on the results of the t-test on the effect of job satisfaction on OCB, the t count > t table (3.636 > 1.692) and a significance value of 0.001 with a regression coefficient of 0.340, this result means that job satisfaction has a significant effect on employee's OCB. Based on the analysis results obtained a significance value of 0.000 and F count > F table (41.018 > 3.28). These results mean that organizational commitment and physical work satisfaction simultaneously have a significant effect on employee's OCB.

Table 3. Analysis of the Coefficient of Determination

Model	Model Summary ^b			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848 ^a	.719	.702	2.956

Source: Processed data, 2022

Table 3 shows that the influence of the independent variables on the dependent variable is shown by the total determination value (Adjusted R Square) of 0.702 which means that 70.2% of the organizational citizenship behavior variable is influenced by organizational commitment and job satisfaction variables, while the remainder is 29.8% is explained by other factors not included in the model.

Based on the results of data analysis, it was found that a significance value of 0.000 was less than 0.05, with a regression coefficient of 0.529. This result means that organizational commitment partially has a positive and significant effect on OCB among employees of PT. SUSILA in Denpasar. This means that every increase in organizational commitment will result in an increase in organizational citizenship behavior at PT. SUSILA in Denpasar. The relationship between organizational commitment to OCB has produced various results from research, such as research conducted by Rini, et al (2013) which shows that organizational commitment has a positive and significant effect on OCB so that organizational commitment can explain unique variants in OCB. In line with the results above, Purba and Seniati (2004) also found that organizational commitment

affects OCB in Indonesia. Different results were stated by Darmawati, et al (2013) where the results of the multiple regression analysis found results that organizational commitment did not affect the OCB variable.

On the effect of job satisfaction on OCB, a significance value of 0.001 was obtained less than 0.05, with a regression coefficient value of 0.340. This result means that job satisfaction partially has a positive and significant effect on organizational citizenship behavior at PT. SUSILA in Denpasar. This means that every increase in job satisfaction will result in an increase in organizational citizenship behavior at PT. SUSILA in Denpasar. The results of this study support the results of previous research, which showed that the variable job satisfaction has a positive and significant effect on the OCB of employees in a company (Darmawan and Satrya, 2018), Arasli and Baradarani (2014) which states that job satisfaction has a positive and significant effect on OCB. However, it is different from the results of research conducted by (Purba, et al. 2014) which states that partially/individually the job satisfaction variable does not have a significant effect on employee OCB.

In the joint relationship between organizational commitment and job satisfaction with OCB, the value of $F\text{-count} > F\text{-table}$, $41.108 > 3.28$, with a sig value of $0.000 < 0.05$ is obtained. This shows that there is a significant simultaneous influence between organizational commitment and joint job satisfaction on OCB among employees of PT. SUSILA in Denpasar. This means that with every increase in organizational commitment and job satisfaction simultaneously there will be an increase in OCB at PT. SUSILA in Denpasar. When an employee has a high commitment to the organization, the employee will do anything to advance the company because he believes and believes in the organization where the employee works. Likewise, when employees are satisfied with what is in the organization, employees will provide maximum and best performance results. Several previous findings support the results of this study, such as those obtained by Widyanto, et al (2013) which result that organizational commitment and job satisfaction significantly affect OCB. Similar research results were stated by Rini, et al (2013) which resulted that organizational commitment and job satisfaction having a positive and significant effect on OCB.

4. Conclusions

Based on the results of data analysis and discussion, it is concluded that the results of the study: there is a positive and significant influence between organizational commitment to organizational citizenship behavior in employees of PT. SUSILA in Denpasar, which means that the better the organizational commitment is given, there will be increase in organizational citizenship behavior among employees. There is a positive and significant effect of job satisfaction on organizational citizenship behavior on employees of PT. SUSILA in Denpasar, which means the better the job satisfaction given, there will an increase in organizational citizenship behavior in employees. There is a positive and significant influence between organizational commitment and job satisfaction simultaneously on organizational citizenship behavior at PT. SUSILA in Denpasar. This means that any increase in organizational commitment and job satisfaction will also increase organizational citizenship behavior among employees.

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