

Effect of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior

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Abstract: The purpose of the research study is to determine the effect of organizational commitment and job satisfaction on organizational citizenship behaviour. This research is a correlational study where the samples are the Administration Division employees of SMK Negeri 1 SemendawaiSuku III. The methodology of this research is using a survey method and was analyzed through multiple regression analysis. The finding show that the job satisfaction variable has a positive and significant effect on the organizational citizenship behaviour variable, while the organizational commitment effect is not significant

1 INTRODUCTION

Entering the current era of globalization, competition among a school between countries is getting tougher, because competitiveness between schools is increasingly showing quality, especially school management. Facing these situations and conditions, schools must determine their management strategies and policies, especially in the field of human resources (HR). HR management is now a must and is no longer an option if the school wants to develop. Human Resources is very important in an organization, because the effectiveness and success of an organization are very dependent on the quality and performance of human resources that exist in the organization. High performance of human resources (employees) will encourage the emergence of *organizational citizenship behaviour (OCB)*, which is behaviour beyond what the company has standardized (Krietner&Kinicki, 2004). Although it is still considered rare, the emergence of *OCB* is a positive thing for companies, not least in SMK Negeri 1 SemendawaiSuku III, which is one of the schools that has implemented *OCB* in improving the performance of employees/employees in schools in the form of good quality of employee services to *stakeholders*. The emergence of *OCB* can be a picture of high performance in the organization. *Organizational Citizenship Behavior* can arise from various factors in the organization, including because of job satisfaction from employees and high organizational commitment (Robbin & Judge, 2007). When employees feel satisfaction with the work

done, then the employee will work optimally in completing his work, even doing some things that might be outside his duties. Likewise, when someone has a high commitment to the organization, then that person will do anything to advance the company because of his belief in the organization (Luthans, 1995). When someone gets job satisfaction and has a high commitment to the organization, employees will provide good service and vice versa, when employees do not experience satisfaction than the services provided to consumers, in this case, students and lecturers can be unsatisfactory.

Job satisfaction is defined as a person's emotional response to aspects in or on the whole work (Nawawi, 1998). The emotional state or attitude of a person will be shown in the form of responsibility, attention, and the development of performance.

Based on the background above, the authors are interested in examining the effect of job satisfaction on *OCB* Administration of SMK Negeri 1 SemendawaiSuku III and the influence of organizational commitment to *OCB* Administration at SMK Negeri 1 SemendawaiSuku III.

Job satisfaction is an affective or emotional response from a job (Krieter&Kinicki, 2004). From the above understanding, positive and negative feelings experienced by employees cause a person can experience job satisfaction, and dissatisfaction is a complex problem, because it comes from various work elements, for example towards their work, salary/wages, promotions, supervision, coworkers, or as a whole. From the various studies that have been done a lot, when employees are asked about the

response of the work they have done, the results vary for various elements of work. From the results of the study, in general, employees feel overall satisfaction (Robbins & Judge, 2007). A highly committed individual is likely to see himself as a true member of the organization. According to Luthans (1995), organizational commitment is defined as a strong desire to remain as a member of a particular organization; the desire to try hard according to the wishes of the organization; and certain beliefs, and acceptance of organizational values and goals. In other words, this is an attitude that reflects employee loyalty to the organization and the ongoing process in which organizational members express their concern for the organization and the ongoing success and progress. Allen and Meyer in Greenberg & Baron (2003) put forward three dimensions of organizational commitment. First, *affective commitment*. Refers to emotional attachment, identification and involvement of an employee in an organization. A person's affective commitment will become stronger if his experience in an organization is consistent with expectations and satisfies the basics and vice versa. Affective commitment shows the strong desire of someone to continue working for an organization because he does agree with the organization and is willing to do so. Employees who have a strong affective commitment continue to work with the company because they want to work at the company. Second, *ongoing commitment (continuance commitment)*. According to Organ and Ryan (1994), organizational citizenship behavior are behaviors carried out by organizational members / employees who: are not expressly rewarded when they do it and also will not be penalized if they do not do so, do not form part of the job description owned by employees, and is the behavior of employees who do not need training in advance to carry out the organization depends on the OCB behavior of employees to help colleagues who are having problems, create a positive work climate, patiently face disruptions without complaining and maintain assets owned by the organization (Lovell, 1999). Conscientiousness refers to an employee in carrying out the tasks assigned (in terms of behaviour) carried out by way of exceeding or above what has been required by the organization / company. Sportsmanship (sportsmanship), is an attitude that emphasizes the positive aspects of the organization rather than the negative aspects. Provide tolerance for disruption to the job, that is when an employee bears work that is uncomfortable without having to raise a complaint or complaint. *Courtesy* (good), Is good behaviour, for example, behaviour helps someone prevent the occurrence of a problem or take steps to reduce or reduce the development of a problem. Goodness (courtesy) refers to the act of teaching

others before they take action or make decisions related to their work. *Civic Virtue*, is an action taken to participate in supporting the administrative functions of the organization. Behaviour that can be explained as the active participation of employees in organizational relations, for example attending meetings, answering letters and always following the latest issues concerning the organization.

Mahendra (2009), examined the effect of organizational commitment, job satisfaction and work environment on *organizational citizenship behaviour (OCB)* employee of the Semarang Regency regional secretariat office. This research uses multiple regression analysis. The results showed that there was a positive and significant influence of job satisfaction on *OCB*, there was a positive and significant effect on organizational commitment to *OCB*, there was a positive and significant effect on the work environment on *OCB* and there was a positive and significant effect on job satisfaction and organizational commitment on *OCB*.

2 RESEARCH METHOD

Based on the type of research, this research is a correlational study. This study will measure the effect of job satisfaction and organizational commitment variables on *organizational citizenship behaviour*.

The variables in this study are job satisfaction, organizational commitment and *organizational citizenship behavior*. Job satisfaction is defined as the degree of individual feeling towards work arising from the difference between what should be received and what is received, which later consists of three factors, namely recognition, compensation, and supervision. Organizational Commitment is defined as an attitude that reflects the extent to which an individual knows and is bound to his organization, which consists of three dimensions, namely: affective commitment, ongoing commitment, and normative commitment. *Organizational Citizenship Behavior (OCB)* is defined as an employee behavior that exceeds standardized, consisting of five dimensions, namely prioritizing the interests of others (*altruism*), accuracy (*conscientiousness*), attitudes of members of the organization that are wise / good (*civic virtue*), attitudes of sportive (*sportsmanship*) and respect (*courtesy*). The population in this study was the Teacher and Administrative Staff of SMK Negeri 1 Semendawai Suku III totalling 69 people. Data collection in this study used a questionnaire obtained directly from respondents through filling out the questionnaire.

The questionnaire contains questions about job satisfaction developed from the *Minnesota*

Satisfaction Questionnaire; the organizational commitment questionnaire was developed from the Allen and Mayer questionnaire (1990), and the questionnaire *organizational citizenship behaviour* from Organ & Konovsky (1988). All variables in this study were measured using a Likert Scale with a scale of 1 to 5. Each alternative answer will be given a numerical value as follows: strongly disagree = 1, disagree = 2, neutral = 3, agree = 4, and strongly agree = 5. The instrument trial results found that the instrument to measure job satisfaction has a value *Cronbach Alpha* of 0.86, organizational commitment of 0.80, and *OCB* of 0.82. Thus all the instruments used in this study are reliable because they have a value *Cronbach Alpha* greater than the established benchmark value of around 0.6 (Ghozali, 2007).

3 RESULTS AND DISCUSSIONS

The classic assumption test results associated with the normality test show that the data used in this study for the variables of job satisfaction, organizational commitment and *organizational citizenship behaviour* are normal. Thus, the assumption normality can be fulfilled. So are multicollinearity assumptions, the results show that multicollinearity does not occur between independent variables in the regression model. The test results found colinearity of job satisfaction and commitment variables of 0.123 or 12%. Because this value is still below 95%, it can be said that there is no serious multicollinearity. Heteroscedasticity test results with scatterplot showed no clear patterns and points spread above and below the number 0 on the Y axis, so it can be concluded that there is no rocketedasticity. Thus all classic assumptions can be fulfilled.

Overall this study found that the magnitude of the effect of the variable job satisfaction and organizational commitment to *OCB* of 38.8%, this means that 38.8% of the variables of job satisfaction and organizational commitment can explain variables *OCB*, and the remaining 61.2% is influenced by variables others that are not used in research.

This study found that job satisfaction has a positive and significant effect on variables *OCB*, which is indicated by a significance value of less than 0.01. Constant (a) of 1,825, coefficient of leadership style (b) of 0,631. This finding supports the results of previous studies conducted by Mahendra (2009). Thus the job satisfaction felt by the Administration of State Vocational School 1 SemendawaiSuku III affects the level of *OCB* employees. Organizational commitment has no influence on variables *OCB*.

This is indicated by the significance value of 0.635, which means it is greater than the significance

value set of 0.05. The results of this study differ from the results of research conducted by Mahendra (2009) and Wahyuningsih (2009) but by research conducted by William and Anderson (1991), which found that organizational commitment did not affect *OCB*. This difference is possible because *OCB behaviouris* that exceeds what is standardized by employees (*beyond expectations*), so high organizational commitment does not always cause someone to do *OCB*. Employees who feel they have high normative and ongoing commitment tend to be neutral for their affective commitment. This will be different if the employee has an affective commitment, because it is deeper than other commitments, in other words, someone who has an affective commitment feels a bond with the organization because things are felt by employees themselves, not from outside as well as normative commitments and ongoing commitment, so that the drive to do *OCB* is greater if someone has a high affective commitment.

4 CONCLUSIONS

- a. Job satisfaction variable has a positive and significant effect on the job satisfaction variable of SMK Negeri 1 SemendawaiSuku III with a coefficient of 0.650 and significant at 0,000. Thus the first hypothesis which states that job satisfaction affects *OCB* is supported.
- b. Organizational commitment variable does not affect the variable in *OCB* Vocational Administration 1 SemendawaiSuku III, with a coefficient of -0.52 and significant at 0.625. Thus the second hypothesis which states that organizational commitment affects *OCB*, is not supported.
- c. The magnitude of the effect of the variable job satisfaction and organizational commitment to *OCB* of 38.8%.

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