The Effect of Employee Engagement and Job satisfaction on *Organizational Citizenship Behavior* (OCB)

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Abstract

This study aims to see the effect of employee attachment and job satisfaction on *Organizational Citizenship Behavior* (OCB) on lecturers at Universitas Negeri Padang. The populations in this study were 905 UNP lecturers with civil servant status. The sample in this study amounted to 30 people who were determined as respondents. The analysis tool used is *Partial Least Square* (PLS). The results of this study indicate that (1) the attachment of employees has no significant effect on OCB, (2) the attachment of employees has a significant effect on job satisfaction, (3) job satisfaction has a significant effect on OCB, and (4) the attachment of employees has a significant effect on OCB through job satisfaction.

Keywords: employee attachment, job satisfaction, OCB, Universitas Negeri Padang

Introduction

Based on data published by the ministry of technology and higher education (KEMENRISTEKDIKTI) through the pages of higher education databases, the number of universities in Indonesia as of February 15th, 2018 is 4,586 universities. This number increased from 2016 which totaled 4,445 universities. This causes every college have to be faced with higher competition. To face this competition, every university must create strategies that enable them to compete. Universities that will survive in intense competition are those who have a competitive advantage. Universities need to create competitive advantage so they can survive and be able to win the competition. To create competitive advantage, one important factor that must be considered is the quality of its human resources. Good human resources are likely to display extra behavior that exceeds the demands given to them or better known as *Organizational Citizenship Behavior* (OCB). To facilitate researchers, this research only focuses on lecturers at UNP who are civil servants (PNS). At present UNP has 905 lecturers and 395 teaching staff, while the number of students served is quite large, 34,512 people. To serve so many students requires extra behavior that exceeds expectations to improve organizational effectiveness. According to Organ (1997) OCB is a behavior that is an individual choice and initiative, not related to the system *reward* formal of the organization but in aggregate increases the effectiveness of the organization. UNP in realizing its vision and mission requires lecturers with OCB behavior. Lecturers acting OCB will voluntarily work more to improve UNP's performance.

Based on writing observations in the UNP environment, there are several phenomena that are contrary to the meaning of OCB. This phenomenon can obstruct the improvement of UNP's performance to realize organizational goals. Among the phenomena that I get is there are still lecturers who are late in starting lessons in class. Furthermore, some young lecturers admitted that they were still lacking guidance from senior lecturers in carrying out their academic tasks. This causes young lecturers cannot be developed in improving their performance as lecturers at UNP.

OCB as the expected behavior for every UNP lecturer cannot just appear. There are several factors that make up OCB, one of which is employee engagement. Employees who have a level of *engagement* high will have a high emotional attachment to the organization so that it will have an effect on completing the work and tend to have satisfactory work quality Schaufeli and Bakker (2003). Robinson et al. (2004) in Titisari (2014) stated that employees who have strong ties with the company

will improve performance in their work for company profits. According to Hewitt's research (Schaufeli & Bakker, 2010), employees who have *engagement* high will show behavior *strive* that is giving more time, effort and initiative to be able to contribute to the achievement of the organization. Research that examines the relationship between employee attachments with OCB found that employee attachments have a significant positive effect on OCB as research conducted by Orgambidez et al. (2017) and Cendani and Tjahjaningsih (2015). Based on the description above, the researcher proposes the first hypothesis as follows:

H1: employee attachment has a significant effect on OCB

Employee attachment is a multidimensional idea emotionally, cognitively or physically. *Engagement* occurs when a person is consciously alert and emotionally connected with others. When employees are(*engaged*employees) employees have an awareness of the purpose of their role to provide services so that employees will give all their best abilities (Rachman & Dewanto, 2016). Employees who have *engangement* highwill feel comfortable in their work environment so as to reduce the desire to move (Khan, 1990). Based on previous research,*employee engagement*has a close relationship with employee satisfaction (De Simone, Planta, & Cicotto, 2018; Ocampo, Tan, & Sia, 2018; Orgambídez-Ramos & de Almeida, 2017). Research conducted by Orgambídez-Ramos and de Almeida (2017) found that one of the factors that significantly influence customer satisfaction is employee attachment. They conducted research on 215 nurses in Portugal. In line with Orgambídez-Ramos and de Almeida (2017), Suhartanto, Dean, Nansuri, and Triyuni (2018) also found that employee attachments positively and significantly influence employee satisfaction. Based on this, the authors propose the second hypothesis as follows:

H2: employee attachments have a significant effect on job satisfaction

According to Robbins and Judge (2006) satisfied employees are more likely to speak positively about the organization, help coworkers, and make their job performance go beyond normal thinking, more than that satisfied employees may be more obedient to the call of duty, because they want to repeat their positive experiences. Bateman and Organ (1983) states that all dimensions of job satisfaction such as *work*, *co-workers*, *supervision*, *promotion*, *pay* and *overall are* positively collaborating with OCB. In line with Robbins (2006) statement that employees tell positive things about the company because the employee feels happy working in the company and generally likes the work that is charged to him. Employees who have a sense of pleasure with the work will display the best performance which is certainly beneficial for the company. Research conducted by Foote and Li-Ping Tang (2008) found that job satisfaction had a significant positive effect on OCB. Based on these studies the authors propose the third hypothesis as follows:

H3: job satisfaction has a significant effect on OCB

As previously explained that many studies have proven that there is a relationship between employee engagement variables with OCB. The enthusiasm of employees with their work makes employees work better than employees who are not enthusiastic about their work. Likewise, the relationship between employee attachment variables and job satisfaction, not a few of which also found a positive and significant relationship between the two. In accordance with Robbins (2006) statement that satisfied employees will act voluntarily to help their colleagues. It also shows that there is a relationship between job satisfaction and OCB. This statement is also supported by recent research such as Ocampo et al. (2018). Based on the above, the authors propose the fourth hypothesis as follows:

H4: employee attachment has a significant effect on OCB through job satisfaction

Method

The population in this study is the initial research by taking a sample of 30 lecturers. This reserach aim to ensure that the research model used is in accordance with existing data. The research data was collected by method *convenience sampling*. The research instrument used was the questionnaire given to the respondents. The measurement used to measure the respondent's response is to use a Likert scale with a scale range of 5 = "Strongly Agree (SS)" to 1 = "Strongly Disagree (STS)".

This research evaluates the *outer model* andevaluation *inner model* before testing the hypothesis. Evaluation of the *outer model is* done by using validity and reliability tests to obtain representative data which will be further analyzed. In testing the validity uses *convergent validity* (convergent validity) and *discriminant validity* (discriminant validity), while reliability is tested using statistical *composite reliability*.evaluation is *Inner model* done to test *goodness of fit* using *predictive-relevance* (Q-Square).

Table 1 Research Variables

Variable	Indicators	Source of
Employee Engagement	I feel strong and excited in doing my work as a lecturer (EE1)	albrecht and Marty (2017)
	I am enthusiastic in doing my work as a lecturer (EE2)	
	I inspired by my work (EE3)	
	In the morning, I went to work happily (EE4)	
Job Satisfaction	Feeling satisfied with work as a lecturer (JS1)	Suhartanto et al. (2018), Xie, Zhou, Huang, and Xia (2017), Messersmith, Patel, Lepak, and Gould-Williams (2011)
	Like working as a lecturer at UNP (JS2)	
	Happy with work as a lecturer at UNP (JS3)	
OCB	I am willing to maintain the reputation of UNP (OCB1)	Zhang, Guo, and Newman (2017), Zhao, Wu, Sun, and Chen (2012)
	I am willing to tell someone good about UNP (OCB2)	
	I am actively involved in UNP (OCB3) activities.	
	I am willing to help new lecturers to adapt to the UNP (OCB4) environment.	
	I am willing to help my colleagues who have difficulties in their work (OCB5).	
	I am willing to help complete the work of colleagues when needed (OCB6)	
	I am willing to cooperate and communicate with my colleagues (OCB7)	
	I will always comply with the rules that apply at UNP (OCB8)	
	I always try hard to learn to improve the quality of my work (OCB9)	
	I do not mind doing new and challenging tasks (OCB10)	
	I often come early and immediately carry out work as a lecturer (OCB11)	

Source: Previous Research

Testing the hypothesis in this study using *Partial Least Square* (PLS). Testing this hypothesis is done to see the relationship between variables. For more details, the variables in this study can be seen in Table 1.

Results
Evaluation *Outermodels*

Evaluation *Outermodels* madeto test the validity and reliability of data. Validity test consists of *convergent validity* and *discriminant validity*, while reliability is tested using statistical *composite reliability*.

Convergent Validity

There is an indicator that meet the *convergent validity* if it has a valuea factor *loading* above of 0.5. The following is the result of convergent validity for variables employee attachments, job satisfaction and OCB. Results *convergent validity* can be seen in Table 2.

Table 2 *Convergent Validity*

Variable	Indicator	Factor *Loading*	Specification
attachmentemployees	EG1	0895	Valid
	EG2	0912	Valid
	EG3	0889	Valid
	EG4	0830	Valid
Job Satisfaction	ES1	0844	Valid
	ES2	0966	Valid
	ES3	0942	Valid
OCB	OCB1		Valid
	OCB2		Valid
	OCB3		Valid
	OCB4		Valid
	OCB5		Valid
	OCB6		Valid
	OCB7		Valid
	OCB8	0,679 0,782 0,773 0,692	Valid
	OCB9	0,926 0,813 0,838 0,595	Valid
	OCB10		Valid
	OCB11		Valid

Source: Secondary Processing Data 2018

Based on results *the output* in Table 2 show that the factor *loading* for each construct the above required 0.5 to 0.6. Based on the results of the analysis it is known that all items have a factor value *loading* greater than 0.5 so that all constructs of employee engagement variables, job satisfaction and OCB have good validity.

The factor *loading* shows the ability of an indicator to measure concepts in each variable. It can be seen that the employee attachment variable, the indicator with thefactor *loading* highest is EG2 (I am enthusiastic in doing my job as a lecturer) that is equal to 0.912. In the variable job satisfaction, it can be seen that the ES2 indicator (like working as a lecturer at UNP) is an indicator with thefactor *loading* highestof 0.966. The indicator with thefactor *loading* higheston the OCB variable is the OCB5 indicator (I am willing to help my colleagues who have difficulty in their work) which is equal to 0.926.

Discriminant Validity

Discriminant Validity can be seen from the *Average Variance Extracted* (AVE). Constructions with good validity require AVE values   to be above 0.5. The results of *discriminant validity* can be seen in Table 3.

Table 3 *Average Variance Extracted* (AVE)

Variable	Factor *Loading*	Information
Employee	Engagement 0.778	Valid
Job Satisfaction	0.845	Valid
OCB	0.536	Valid

Source: Secondary Data Processing 2018

Based on Table 3 above shows that thefactor value is *loadingAverage Variance Extracted* (AVE) each loading factor value construct variable is above 0.5, so it can be concluded that all construct variables in this study are valid.

Reliability

Reliability test is done using statistical *composite reliability*, where the value of *composite reliability* above 0.7 is the expected value. The results of the reliability test are shown in Table 4.

Table 4 Value *Composite Reliability*

Variable	*CompositeReliability*	Specification
attachmentEmployee	0933	Reliable
Job Satisfaction	0942	Reliable
OCB	0926	Reliable

Source: Secondary Data Processing 2018

Based on Table 4 it can be seen that thevalue of *composite reliability* the third study variable values above 0.7, thus it can be concluded that the attachment variables of employee, job satisfaction and OCB have been reliable, because they have fulfilled *composite reliability* the expected.

Evaluation *InnerModel*

Testing *goodness of fit* models structural in *the inner model* using *model predictive-relevance* (Q-*square).* The value of R- *square* from each endogenous variable in this study can be seen in Table 5.

Table 5 Value R-*Square* Endogenous

Endogenous Variable	Value R-*square*
Job Satisfaction	0.489
OCB	0.620

Source: Secondary Data Processing 2018

Based on Table 5, the value of R -*Square* for job satisfaction of 0.489 means that the percentage of job satisfaction that can be explained by employee engagement is 48.9%. The R-*square value* for OCB of 0.620 means that the percentage of OCB that can be explained by employee engagement and job satisfaction is 62%. The assessment of *goodness of fit is* known from the Q-value*square*. The Q-*square value* has the same meaning as the coefficient of determination (R-*square*) in the regression analysis. The higher the Q-*square,* the model can be said to be more fit with the data.

The results of calculating the Q-value*square* are as follows:

Q-*square*= 1- [(1-0.489) x (1-0.620)]

= 1- [0.511 x 0.380]

= 1 - 0.194

= 0.806

From the calculation results, the value Q-*square* has obtained greater than 0 (0.806> 0), so it can be interpreted that the model is good because it has a relevant predictive value of 80.6%. That is, the magnitude of the diversity of research data that can be explained by the research model is 80.6%, while the remaining 19.4% is explained by other factors outside the model. Based on these results, the research model has good *goodness of fit* .

Hypothesis Test

This study uses structural equations using theapproach *Partial Least Square* (PLS). The test results of this research model can b```````````e seen in Figure 1.
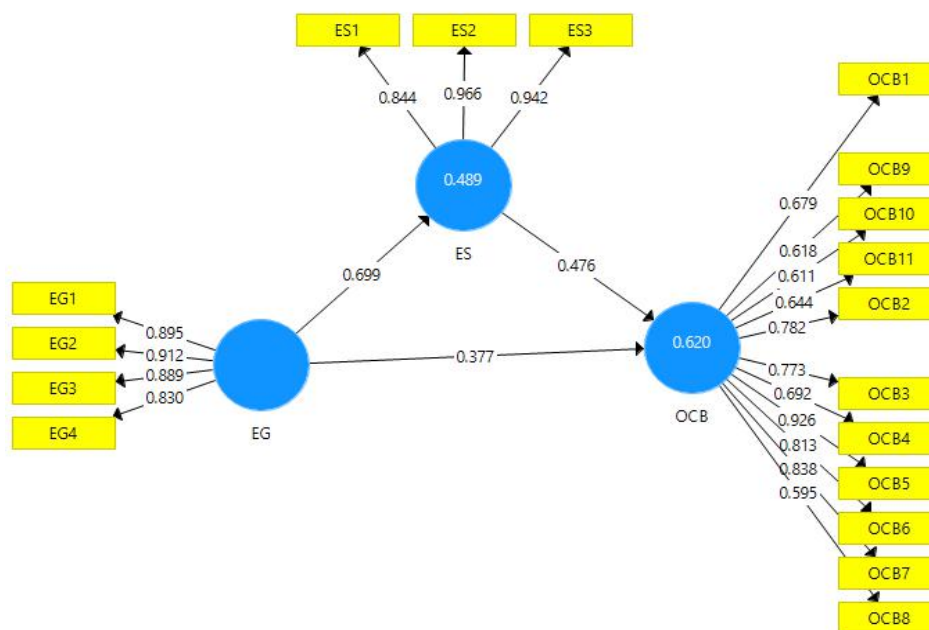

Figure 1. *Output* **Analysis**

Results test with *Partial Least Square* (PLS) show that all indicators are above 0.5, so this modeling is feasible to test hypotheses. Hypothesis testing is used by looking at T-*statistics* and P-*values*. The research hypothesis can be accepted if*statistics* > 1.96 and P-*values* <0.05. The influence coefficients, T-*statistics* and P-*values* can be seen in Table 6.

Based on Table 6 above shows that the effect of employee attachment to OCB results in a T-*statistic* of 1,521 <1.96 and P-*values* *of* 0.128> 0.05 with an influence coefficient of 0.341. It can be concluded that employee attachments have no significant effect on OCB. Furthermore, the effect of employee attachment to job satisfaction results in a T-*statistic* of 6.275> 1.96 and P-*values* *of* 0.000 <0.05. It can be concluded that employee attachments have a significant effect on job satisfaction.

`Table 6 Results of coefficient values, T-*statistics* and P-*values*

Hypotheses	Relationship Effect	CoefficientsEngagement	T-*statistics*	P-*values*	Description
H1	Employee → OCB	0.341	1,521	0.128	(+), insignificant, Hypothesis not supported
H2	Attachm`ent of Employees → Job satisfaction	0.689	6.275	0.000	(+), significant, Hypothesis supported
H3	Job satisfaction → OCB	0.512	2,280	0.023	(+), significant, Hypothesis supported

Source: Secondary Data Processing 2018

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Furthermore, direct and indirect influences in this study can be seen in Table 7.

Table 7 Direct and Indirect

Variables	Direct Effect Significance	Indirect Significant
Employee Engagement→OCB	0.341 (insignificant *T-statistics* <1.96 and *P-values*> 0.05)	-
Attachment of employees →Job satisfaction	0.689 (significant, *T-statistics* > 1.96 and *P-values* <0.05)	-
Job Satisfaction →OCB	0.512 (significant, *T-statistics* > 1.96 and *P-values* <0.05)	-
Employee engagement→OCB through Job Satisfaction (**H4**)	-	(0.689 x 0.512) = 0.355 [significant, *T-statistics* > 1.96 (2002> 1.96) and *P-values* <0.05 (0.04 <0.05)]

Source: Secondary Data Processing 2018

Based on Table 7, it can be seen that the direct influence of employee engagement Job satisfaction is significant and the direct effect of job satisfaction on OCB is significant. This means that employee attachments have a significant effect on OCB through job satisfaction.

Discussion

Based on the results of the study, the first hypothesis which states that employee attachments have a significant effect on OCB is not supported. The results of this study contradict the results of research conducted by Buil, Martínez, and Matute (2016) which found that employee attachments were positively and significantly related to OCB. From the results of testing the hypothesis 1 that has been done using *Partial Least Square* (PLS), it was found that employee attachments can improve OCB but not significantly. This is also inconsistent with the research of Matofani and Djastuti (2016) who found that employee attachments have a significant effect on OCB.

Furthermore, this study supports hypothesis 2 which states that employee attachments have a significant effect on job satisfaction. This states that the higher the employee's attachment, the more satisfied the lecturer will be with his work. The results of this study are supported by the research of Orgambídez-Ramos and de Almeida (2017) which states that job satisfaction is significantly influenced by employee attachments. Research De Simone et al. (2018) also supports the results of this study. In the third hypothesis, the results of the study also support this hypothesis which states that job satisfaction forms OCB significantly. The results of this study are consistent with previous studies conducted by Ocampo et al. (2018), Matofani and Djastuti (2016), and Nadiri and Tanova (2010) who found that job satisfaction is a significant factor in the formation of OCB. The final hypothesis in this study states that employee attachments affect OCB through job satisfaction. Based on the results of hypothesis testing conducted, the hypothesis is supported in this study. This is seen from the results of research which states that employee attachments have a significant and positive effect on job satisfaction and job satisfaction has a significant positive effect on OCB. Although the results of this study found that the attachment of employees did not have a significant effect on OCB, but with the variable job satisfaction, the effect of employee attachment was significant to OCB.

Conclusions

The results of this study conclude that employee attachments have no significant effect on OCB. Employee engagement has a significant effect on job satisfaction and job satisfaction has a significant effect on OCB. The results also conclude that employee attachments have a significant effect on OCB through job satisfaction.

This study has limitations related to the limited number of samples for only 30 lecturers. Apart from this, this study has theoretical implications related to the relationship of the variables studied, namely employee attachment, job satisfaction, and OCB. Research on OCB is still rare in developing

countries such as Indonesia. The results of this study are expected to contribute to the development of future studies related to the OCB variable.

Practically, the results of this study can be used as a reference for the leadership of UNP to build the behavior of OCB in every lecturer or other UNP employees. The leadership of UNP can pay attention to the forming factors of OCB used in this study to stimulate the growth of OCB behavior. Regarding the OCB forming variables examined in this study, the two variables are internal variables. For further research it is expected to be able to use external factors as OCB forming variables.

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