

# Improving Organizational Citizenship Behavior: The Effect of Employee Engagement and Job Satisfaction

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## ABSTRACT

This research aims to find out the level of employee engagement, job satisfaction, and organizational citizenship behavior. This research used quantitative methods. The sampling technique used was simple random sampling. The analysis unit was the employees of PT. Indorama Synthetics Tbk as many as 88 respondents. A questionnaire was used as a research instrument to collect data from respondents. The analysis technique used was an expansive technique using frequency distribution and partial least square (PLS). Based on the results of the study using partial least square, it was revealed that the level of employee engagement in the category was very high, the level of job satisfaction in the category was very high, the picture of organizational citizenship behavior in the category was very high, and the behavior of organizational citizenship was influenced by employee engagement and job satisfaction. Perceptions of employee engagement and job satisfaction had a significant effect on the organization's civic behavior.

**Keywords:** *Employee Engagement, Job Satisfaction, Organizational Citizenship Behavior.*

## 1. INTRODUCTION

The importance of organizational citizenship behavior in the organization is seen as increasing the available resources [1] and helping organizations to succeed [2]. Achieving company goals needs to be supported by employees who have high productivity because employees are one of the most important components owned by a company [3] in carrying out its activities and determining the success or failure of the company [4, 5]. The level of productivity can increase when employees have good citizenship behavior [6]. Companies that have a high level of organizational citizenship behavior no longer need to worry about controlling employees because with this organizational citizenship behavior, social interaction among employees becomes smooth, reduces the occurrence of disputes, and increases efficiency [6, 7].

Many researchers have found that human resource (HR) practices are closely related to organizational citizenship behavior [1, 2, 8]. During this period, interest in civic-like behavior expanded from the field of organizational behavior to a variety of different domains and disciplines [7, 9, 10] such as marketing, hospital administration and health, public psychology, industrial

and labor law, strategic management, international management, military psychology, economics, and leadership [10].

Research on organizational citizenship behavior has also been carried out in service sectors such as in the hospital industry [11], education [6], finance [12], banking [2], telecommunications and others [13] as well as in the manufacturing sector such as the electronic industry [14], private [15], fisheries [16], textiles, and others [17].

The textile and textile products (TPT) industry offer an important opportunity for a country to start its economic industrialization. This industry plays an important role in enhancing export orientation in Asian countries, such as Hong Kong, Singapore, Taiwan, South Korea, Malaysia, China, Indonesia, Thailand, and Vietnam [18]. TPT performance also contributes to economic growth in Indonesia [19]. Competition in the textile industry and textile producers (TPT) in the world is increasing, while the condition of the textile industry in Indonesia is relatively apprehensive [19]. This condition causes the textile industry in Indonesia to increase its productivity [20].

Organizational citizenship behavior in Indonesia is still at a low level, which can be seen from the grasshopper phenomenon that is still happening in Indonesia [21]. The term grasshopper is defined as workers who like to move between jobs. Individuals who have a habit of changing jobs will appear disloyal, incompetent, and interfere with organizational development [22].

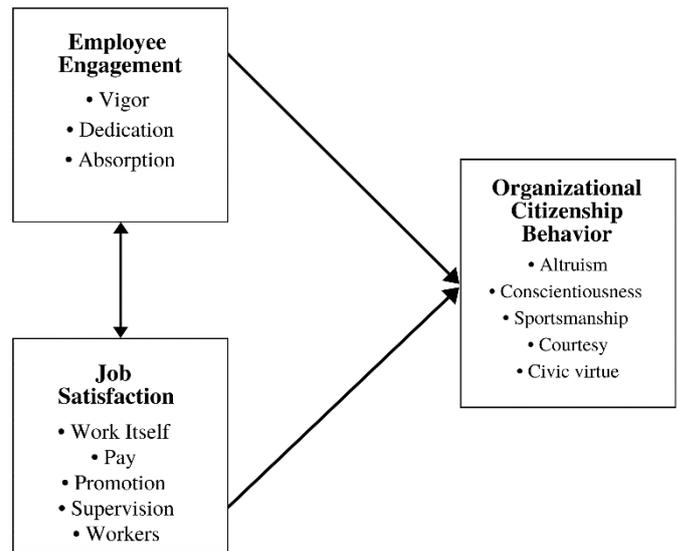
Reference [2] stated that employee involvement can lead to organizational citizenship behavior because it focuses on employee engagement and commitment which of course falls outside the parameters given by any organization. Employee engagement is individual involvement, satisfaction, and enthusiasm for the work they do [23]. Employee involvement can increase along with the fulfillment of aspects of vigor, dedication, and absorption. Highly engaged employees have a desire to do their job and feel a deep connection with the company.

Another solution in increasing organizational citizenship behavior is job satisfaction [24]. One explanation of why job satisfaction is positively related to organizational citizenship behavior is based on social exchange theory [25] and the principle of reciprocity. Satisfied employees are more likely to speak positively about the organization, help others, and exceed normal expectations in their work. Evidence shows that employees who are more satisfied with their jobs are more likely to engage in organizational citizenship behavior [23]. Reference [26] revealed that the factors that could increase the job satisfaction of an employee were turnover, absentee level, age, job level, and company organization size.

PT Indorama Synthetics, Tbk Purwakarta is one of the companies in the textile sector that is aware of the fact that the relationship between the company and employees must be two-way, where employees are committed and dedicated to the sustenance and welfare of the organization. However, this is inversely proportional to the low level of organizational citizenship behavior.

The formulation of the problem in this study was how and how much influence employee involvement and job satisfaction have on organizational citizenship behavior. The purpose of this study was to obtain findings regarding: 1) What is the level of employee involvement 2) What is the level of job satisfaction 3) How is the description of organizational citizenship behavior 4) Is there any effect of employee involvement on organizational citizenship behavior 5) Is there any effect of job satisfaction on organizational citizenship behavior 6) Is there any effect of employee involvement and job satisfaction on organizational citizenship behavior. Based on the description of employee involvement, job satisfaction, and organizational

citizenship behavior, a research paradigm was drawn up, clearly depicted in Figure 1.



**Figure 1.** Research Paradigm

**2. METHODS**

This research was conducted to determine the effect of employee involvement and job satisfaction on organizational citizenship behavior. The independent variables in this study were employee involvement with the dimensions of vigor, dedication, and absorption and job satisfaction with the dimensions of work itself, payment, promotion, supervision, and workers. While the dependent variable was organizational citizenship behavior with the dimensions of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

The unit analysis used in this study was employees of manufacturing companies in the textile sector. This research was conducted in less than one year so that the data collection technique used in this research was quantitative methods. The sampling technique used in this study was simple random sampling by taking a sample of 88 people. Sources of data used consisted of primary data derived from respondents' responses to dimensions of employee involvement, job satisfaction, and organizational citizenship behavior as well as secondary data from several kinds of literature and libraries. The data collection techniques used were library research and field studies. The explanative data analysis used was Partial Least Square (PLS) with the help of software SmartPLS 3.0 for windows.

### 3. RESULTS AND DISCUSSION

To measure the magnitude and how employee involvement and job satisfaction influence organizational citizenship behavior of employees of PT Indorama Synthetics, Tbk, Purwakarta, calculations were performed using Partial Least Square (PLS) with the help of software SmartPLS 3.0 for windows.

#### 3.1 Evaluation of Measurement Model (Outer Model)

##### 1. Convergent Validity Test

Convergent validity was used to measure how great the indicators were. This indicator can explain the latent variable, meaning that the greater the convergent validity, the greater the indicator's ability to apply the latent variable.

Based on Table 1, all indicators of each variable of employee involvement, job satisfaction, and organizational citizenship behavior have an average variance extracted (AVE) above 0.5 so it is known that all indicators of employee involvement, job satisfaction, and organizational citizenship behavior are valid as indicators to measure each construct/variable.

**Table 1.** Value Construct Reliability and Validity

	<i>Cronbach's Alpha</i>	<i>Rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
Employee engagement	0.753	0.776	0.856	0.666
Job Satisfaction	0.837	0.856	0.885	0.609
Organizational Citizenship Behavior	0.810	0.814	0.868	0.568

##### 2. Discriminant Validity

Evaluating discriminant validity starts with looking at cross-loading. The cross-loading value shows the magnitude of the correlation between each latent variable and the indicator and the indicator with the latent variable.

Based on Table 2, it is known that the JS1-JS3 indicator has a higher correlation with the employee engagement variable compared to other variables. This also occurs in the JS1-JS5 indicator which is higher in correlation with the job satisfaction variable compared to other variables. The higher OCB1-OCB5 indicator correlates with the organizational citizenship behavior variable compared to other variables. The higher cross-loading value of the indicator compared to other variables shows that the discriminant validity in the study has been completed.

**Table 2.** Cross Loading

	<b>Employee Engagement</b>	<b>Job Satisfaction</b>	<b>Organizational Citizenship Behavior</b>
EE1	<b>0.769</b>	0.536	0.420
EE2	<b>0.808</b>	0.586	0.640
EE3	<b>0.869</b>	0.676	0.640
JS1	0.651	<b>0.888</b>	0.769
JS2	0.586	<b>0.641</b>	0.470
JS3	0.615	<b>0.813</b>	0.579
JS4	0.552	<b>0.778</b>	0.686
JS5	0.500	<b>0.760</b>	0.639
OCB1	0.554	0.620	<b>0.757</b>
OCB2	0.624	0.626	<b>0.776</b>
OCB3	0.381	0.525	<b>0.701</b>
OCB4	0.551	0.656	<b>0.734</b>
OCB5	0.551	0.645	<b>0.796</b>

##### 3. Composite Reliability Test

The construct reliability test was carried out to prove the accuracy, consistency, and accuracy of the instrument in measuring constructs. Using Cronbach alpha to test the reliability will give a lower value, so it is recommended to use composite reliability in testing the reliability of a construct. Composite reliability value must be greater than 0.70 for confirmatory research and values 0.60 - 0.70 are still acceptable for exploratory research [27]. Table 3 show the composite reliability value.

Based on Table 3, the results of composite reliability for each variable are above 0.7. This shows that all indicators of each variable of employee involvement, job satisfaction, and organizational citizenship behavior can be said to have good reliability as a measuring tool.

**Table 3.** Value of Composite Reliability and Cronbach's Alpha

	<b>Composite Reliability</b>	<b>Cronbach's Alpha</b>
Employee Engagement	0.856	0.753
Job Satisfaction	0.885	0.837
Organizational Citizenship Behavior	0.868	0.810

#### 3.2 Evaluation of the Structural Model (Inner Model)

##### 1. R-Square

After evaluating the outer model, then testing the structural model or inner model was carried out by assessing the R-Square on the endogenous construct which is a goodness-fit model test. The endogenous construct in this study is organizational citizenship behavior. Table 4 show the R-Square values.

Based on Table 4, the R2 value of the endogenous construct of organizational citizenship behavior in the

research model is included in the strong category, which is 0.696. This value shows that organizational citizenship behavior is explained by the construct of employee involvement and job satisfaction by 69.6% and the rest is explained by other variables outside the model.

**Table 4.** Output R Square (R<sup>2</sup>)

	<b>R Square</b>
Organizational Citizenship Behavior	0.696

**2. Relevance of Prediction (Q2)**

Stone Geisser's Q2 was used to see the relative effect of structural models on observational measures for endogenous latent variables. The Stone-Geiser criteria propose that a model must be able to predict endogenous latent variable indicators [28]. This technique can present the synthesis of cross-validation and the fitting function by predicting the observed variables and estimating the construct parameters. This approach is adopted by PLS. By using a blindfolding procedure, Table 5 show the value of prediction relevance (Q2).

Based on Table 5, the value of the blindfolding construct shows the value of Q2 > 0, this means that the endogenous variable value of organizational citizenship behavior is well constructed, so the research model has predictive relevance.

**Table 5.** Prediction Relevance Results (Q2)

<b>Konstruk</b>	<b>Q<sup>2</sup></b>	<b>Keterangan</b>
Organizational Citizenship Behavior	0.340	> 0

**3. Effect Size (f2)**

Changes in the value of R2 can be used to see whether the measurement of exogenous latent variables against endogenous latent variables has a substantive effect. This can be measured by the effect size f2. The criteria for assessing the effect size of f2 are 0.02 (small), 0.15 (moderate), and 0.35 (large). Table 6 show the value of the effect size f2.

Based on Table 6, the effect of employee engagement has a small effect (0.073) while job satisfaction has a large effect (0.617) on organizational citizenship behavior.

**Table 6.** Hasil Effect Size (F2)

<b>Variable</b>	<b>Effect Size</b>	<b>Criteria</b>
Employee Engagement	0.084	Small
Job Satisfaction	0.617	Big

**4. Goodness of Fit (GoF)**

To validate the overall model, the Goodness of Fit (GoF) introduced by [29] was used as the GoF Index. As a single measure to validate the combined

performance between the measurement model and the structural model, the average communalities index obtained is multiplied by the average R<sup>2</sup> value. The calculation of the GoF in this study can be seen in (1).

$$GoF = \sqrt{Com \times R^2} \tag{1}$$

$$Gof = \sqrt{0,568 \times 0,685}$$

$$GoF = \sqrt{0.389}$$

$$GoF = 0.624$$

With the GoF result of 0.624, it can be interpreted that the model in this study is included in the large GoF value because the value exceeds 0.36. This gives an understanding that the validation of the prediction model measurement as a whole in this study is quite large.

**3.3 Hypothesis test**

**1. Testing the Outer Model**

Testing the results of the outer or the latent variable relationship to the indicators can be seen in appendix 9. The t-count value of the latent variable for all indicators is obtained through bootstrapping so that the outer loading output value is obtained. In the outer loading table, the t-statistic value is greater than the t table (1.662). From the results of outer loading, it can be concluded that all construct indicators in the model are valid because the resulting t-statistic is greater than 1.662.

**2. Inner Model Testing**

The inner model testing hypothesis is a test between constructs, the results of the inner model or the relationship between constructs is shown in Table 7. This test was carried out using two tails at  $\alpha = 0.1$  ttab = 1.662 then compared with the t-statistic on the path coefficient of bootstrapping results.

**Table 7.** Output Inner Weight

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ((O/STDEV))</b>	<b>Ket</b>
<i>EE</i> → <i>OCB</i>	0.238	0.237	0.097	2.456	Significant
<i>JS</i> → <i>OCB</i>	0.643	0.636	0.095	6.786	Significant
<i>EE</i> & <i>JS</i> → <i>OCB</i>	0.696	0.695	0.087	8.102	Significant

Based on the results of the inner model in Table 7, the results of hypothesis testing in the study can be described as follows:

Hypothesis Testing

H1: There is an effect of employee involvement on organizational citizenship behavior.

Based on the results of data processing Table 7, the research hypothesis states that employee involvement affects organizational citizenship behavior. The test results on the parameter coefficient between employee involvement and organizational citizenship behavior show a positive effect of 23.8% with a t-statistic value of 2.456 and significant at  $\alpha = 0.1$ . It can be concluded that employee involvement affects behavior organizational citizenship (2.456 > 1.662), thus H1 is accepted.

Hypothesis Testing 2

H2: There is an effect of job satisfaction on organizational citizenship behavior.

Based on the results of data processing Table 7, the research hypothesis states that job satisfaction affects organizational citizenship behavior. The test results on the parameter coefficient between job satisfaction and organizational citizenship behavior show a positive influence by 64.3% with a t-statistic value of 6.786 and significant at  $\alpha = 0.1$ . It can be concluded that job satisfaction affects organizational citizenship behavior (6.786 > 1.662), thus H1 is accepted.

Hypothesis Testing 3

H3: There is an influence of employee involvement and job satisfaction on organizational citizenship behavior.

Based on the results of data processing Table 7, the research hypothesis states that employee engagement and job satisfaction affect organizational citizenship behavior. The test results on the parameter coefficient between employee engagement, job satisfaction, and organizational citizenship behavior show a positive influence by 69.6% with a t-statistic value of 8.102 and significant at  $\alpha = 0.1$ . It can be concluded that job satisfaction affects organizational citizenship behavior (8.102 > 1.662), thus H1 is accepted. The final research model testing output can be seen in Figure 2.

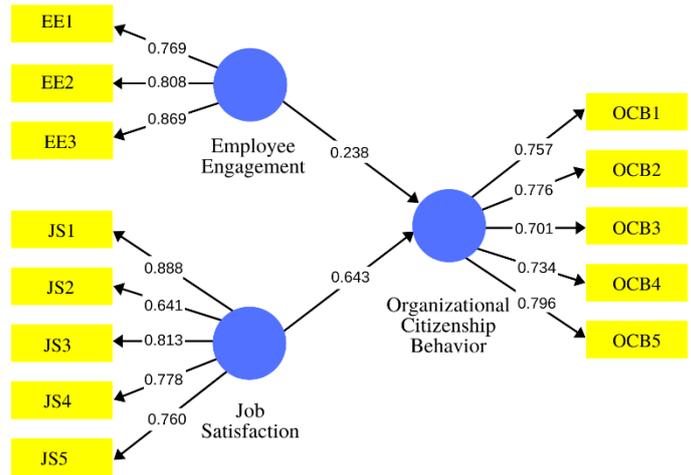


Figure 2. Display of Structural Model Testing Output

4. CONCLUSIONS

Based on the theoretical description and the results of research that has been carried out using descriptive and verification analysis using the PLS analysis between employee involvement and job satisfaction on organizational citizenship behavior, the following conclusions can be drawn. First, the level of employee involvement was in the very high category. The level of job satisfaction was in the very high category. The description of organizational citizenship behavior was in a very high category. Based on the research results, it was revealed that employee involvement affected organizational citizenship behavior. This showed that the higher the involvement of employees, the higher the organizational citizenship behavior. Based on the research results, job satisfaction affected organizational citizenship behavior. This showed that the higher the job satisfaction, the higher the organizational citizenship behavior. In addition, employee involvement and job satisfaction affected organizational citizenship behavior. This means that the higher the employee involvement and job satisfaction together, the higher the organizational citizenship behavior.

The existence of this research is expected to be able to assist further researchers in examining employee involvement and job satisfaction on organizational citizenship behavior either by using the same or different indicators from more diverse theoretical sources and on different objects. Because of the many limitations in this study, especially those related to research methods and data collection techniques.

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