

# The Impact of Human Resources Practices Affecting Organization Citizenship Behaviour with Mediating Job Satisfaction in University

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**Abstract**—The era of globalization, which is always characterized by rapid changes in overall economic conditions, has led to the emergence of a number of demands that economic and industrial actors cannot avoid. One of the demands is how the university can respond responsively to changes that occur. External changes should also be followed by internal university changes, in order to adapt to the environment. University generally believe that to achieve excellence result must cultivate good employee performance. Strategic Human resource management (SHRM) has grown considerably in recent years. To improve performance and create competitive advantage, a University HRM should focus on Job Satisfaction to Organization Citizen Behaviour. This study aims to analyze the influence of Human Resources Practices and Job Satisfaction to Organization Citizen Behaviour. The research methodology is used the quantitative approaches and survey methods. Data were collected using questionnaires with Likert scale 1-5. and then analyze the data by SEM. This study proved that Human Resources Practices and Job Satisfaction influence to Organization Citizen Behaviour (OCB).

**Keywords**—*Human Resources Practices, Organization Citizen Behaviors, Job Satisfaction, University*

## I. INTRODUCTION

In our ever-changing world, all organizations try to competitive so they can survive. One of the most important resources of an organization is human resources. Many human resource functions may have a positive impact on performance and strategically add value to the organization. Human resources have been recognized as a strategic tool to achieve profitability and sustainability of organizations including universities. In order to get optimal organizational performance, management expects employee performance to exceed expectations. In the company, it is necessary for employees to do work that is more than the usual task. Based on research in the field, not all employees on the campus have strong Organization Citizen Behavior (OCB). Some previous studies emphasize that OCB is very important for organizations (Gülsevım, 2018; Arif, 2017 and Yoseph, 2016). In theory and prior research there are several factors that influence OCB such as motivation, leadership style, job satisfaction, task characteristics, fairness perception, Human

Resource Management (HRM) and compensation. The results of the pre-survey conducted by the researcher found several factors that are thought to affect OCB, namely Human Resources Management Practices and Job satisfaction. Related to the above phenomenon, the researcher wants to know whether HRM Practice consists of Employee Staffing, Training & Development, Compensation & Reward and Performance appraisal has direct and positive effects on Job satisfaction & OCB.

## II. METHOD

Based on the problem, this type of research is an explanatory research that aims to get an explanation of the relationship (causality) between variables through hypothesis testing. The design used in this study refers to the positive paradigm.

This research used survey method conducted on Mercu Buana Jakarta University with total sample counted 140 permanent lecture. All variables in the study were measured using a Likert scale of 1-5.

## III. RESULT & DISCUSSION

*A. Result:*  
*Evaluated Model Generalized Structured Component Analysis / GSCA*

The inferential statistical analysis method is to test the empirical model and hypothesis in research. In this study using Generalized Structured Component Analysis (GSCA) developed by Hwang et al (2004). The analysis steps are as follows:

### 1. Measurement Model Testing

There are 3 (three) criteria to assess the measurement model:

#### a. Convergent validity:

Convergent validity test describes the correlation measure between the reflective indicator score and the latent variable score. For this loading  $\geq 0.40$  is considered valid. Testing Results Convergent validity can be seen in Table 1.

**TABLE 1. RESULT TEST VALIDITY CONVERGENT**

No	Variable	Indica-tor	Loading	Notes
1	Employe Staffing (X1)	X1.1	0.579	Valid
		X1.2	0.571	Valid
		X1.3	0.719	Valid
		X1.4	0.813	Valid
2	Training & Development (X2)	X2.1	0.631	Valid
		X2.2	0.738	Valid
		X2.3	0.685	Valid
		X2.4	0.738	Valid
		X2.5	0.738	Valid
3	Compensation & Reward (X3)	X3.1	0.738	Valid
		X3.2	0.829	Valid
		X3.3	0.851	Valid
		X3.4	0.549	Valid
		X3.5	0.720	Valid
		X3.6	0.940	Valid
4	Performance Appraisal (X4)	X4.1	0.717	Valid
		X4.2	0.713	Valid
		X4.3	0.863	Valid
		X4.4	0.686	Valid
		X4.5	0.729	Valid
5	Job Satisfaction (Y1)	Y1.1	0.809	Valid
		Y1.2	0.804	Valid
		Y1.3	0.814	Valid
		Y1.4	0.847	Valid
		Y1.5	0.847	Valid
6	OCB (Y2)	Y2.1	0.913	Valid
		Y2.2	0.704	Valid
		Y2.3	0.923	Valid
		Y2.4	0.670	Valid
		Y2.5	0.815	Valid

Table describes the estimated value at loading in each indicator variable  $\geq 0.40$  it can be concluded that the variable is valid.

#### b. Discriminant validity

In testing the discriminant validity of an instrument is said to be valid discriminant if  $\sqrt{AVE}$  is greater than the correlation coefficient of variables concerned with the others. Discriminant validity test results can be seen in table 2.

**TABLE 2. Test Result Validity Discriminant**

	AVE	X1	X2	X3	X4	Y1	Y2
X1	0.704	1	0.380	0.014	0.030	0.215	0.188
X2	0.758	0.380	1	0.031	0.049	0.470	0.066
X3	0.610	0.014	0.031	1	0.510	0.026	0.554
X4	0.651	0.030	0.049	0.610	1	0.002	0.472
Y1	0.670	0.215	0.470	0.026	0.002	1	0.056
Y2	0.659	0.188	0.066	0.554	0.472	0.056	1

Table 2 explains that in all research variables  $\sqrt{AVE}$  is greater than the correlation coefficient between variables concerned with other variables. Thus the research instrument is valid discriminant.

#### c. Internal Consistency:

In testing Internal consistency Reliability of an instrument is said to be reliable when the alpha value is above 0.60. The results of the research reliability test can be seen in Table 3.

**TABLE 3. Reliability Test Results of Research Instruments**

Variables	Alpha	Notes
X1	0.896	Reliable
X2	0.818	Reliable
X3	0.857	Reliable
X4	0.822	Reliable
Y1	0.834	Reliable
Y2	0.866	Reliable

Table 3 shows that all the variables produce values alpha above 0.60 thus can be concluded that research instruments having reliabilities internal consistency good.

#### 2. Evaluation Goodness-of-fit Model Structure and Model Overall

Table 4 is a analysis result with GSCA method.

**TABLE 4. Evaluation Goodness-of-fit Model Structur and Model Overall Model in GSCA**

MODEL FIT	
FIT	0.564
AFIT	0.555
GFI	0.988
SRMR	0.143
NPAR	65

The results of the above analysis can be said enough to meet the requirements of Goodness-Of-Fit.

#### Hypothesis testing

##### Hypothesis Testing and Coefficient of Direct Effect Line

Testing hypothesis and path coefficient direct influence between competence variables, motivation, talent management and Employee Engagement. Direct impact test can be seen from the value of path coefficient and critical point (CR \*) which is significant at  $\alpha = 0,05$ . The test results of direct influence between the variables in detail can be seen in table 5.

**TABLE 5. Coefficient Direct Effect and Hypothesis Testing**

No	Direct Correlation	Path Coef	C.R. (Uji t)	Conclusion
1	X1 $\rightarrow$ Y1	0.239	2.57*	Significant
2	X2 $\rightarrow$ Y1	0.456	6.18*	Significant
3	X3 $\rightarrow$ Y1	0.355	2.63*	Significant
4	X4 $\rightarrow$ Y1	0.654	4.84*	Significant
5	Y1 $\rightarrow$ Y2	0.321	4.06*	Significant
6	X1 $\rightarrow$ Y2	0.188	2.41*	Significant
7	X2 $\rightarrow$ Y2	0.211	2.20*	Significant
8	X3 $\rightarrow$ Y2	0.448	3.73*	Significant
9	X4 $\rightarrow$ Y2	0.251	2.32*	Significant

Note \*= significant to  $\alpha = 0,05$

Based on the above analysis the results obtained Hypothesis Testing Research as follows:

*H1: Employee Staffing has direct and positive effect on Job satisfaction*

The result of analysis shows that the coefficient value of direct influence of Employee Staffing to Job satisfaction is 0.239 with critical point 2.57\*, meaning that there is significant influence of Employee Staffing to Job satisfaction. This indicates that hypothesis 1 which states "Employee Staffing has direct and positive effect on Job satisfaction" is accepted. The results of this analysis indicate with the increase in Employee Staffing can increase Job satisfaction.

*H2: Training & Development has direct and positive effect on Job satisfaction*

The result of analysis shows that the coefficient value of direct influence of Training & Development to Job satisfaction is 0.456 with critical point 6.18\*, meaning that there is significant influence of Training & Development to Job satisfaction. This indicates that hypothesis 2 which states "Training & Development has direct and positive effect on Job satisfaction" is accepted. The results of this analysis indicate with the increase in Training & Development can increase Job satisfaction

*H3: Compensation & Reward has direct and positive effect on Job satisfaction*

The result of analysis shows that the coefficient value of direct influence of Compensation & Reward to Job satisfaction is 0.355 with critical point 2.63\*, meaning that there is significant influence of Compensation & Reward to Job satisfaction. This indicates that hypothesis 3 which states "Compensation & Reward has direct and positive effect on Job satisfaction" is accepted. The results of this analysis indicate with the increase in Compensation & Reward can increase Job satisfaction

*H4: Performance appraisal has direct and positive effect on Job satisfaction*

The result of analysis shows that the coefficient value of direct influence of Performance appraisal to Job satisfaction is 0.654 with critical point 4.84\*, meaning that there is significant influence of Performance appraisal to Job satisfaction. This indicates that hypothesis 4 which states "Performance appraisal has direct and positive effect on Job satisfaction" is accepted. The results of this analysis indicate with the increase in Performance appraisal can increase Job satisfaction

*H5: Job satisfaction has direct and positive effect on OCB*

The result of analysis shows that the coefficient value of direct influence of Job satisfaction to OCB is 0.321 with critical point 4.06\* meaning that there is significant influence of Job satisfaction to OCB. This indicates that hypothesis 5 which states "Job satisfaction has direct and positive effect on OCB" is accepted. The results of this analysis indicate with the increase in Job satisfaction can increase OCB.

*H6: Employee Staffing has direct and positive effect on OCB*

The result of analysis shows that the coefficient value of direct influence of Employee Staffing to OCB is 0.188 with critical point 2.41\*, meaning that there is significant influence of

Employee Staffing to OCB. This indicates that hypothesis 6 which states "Employee Staffing has direct and positive effect on OCB" is accepted. The results of this analysis indicate with the increase in Employee Staffing can increase OCB.

*H7: Training & Development has direct and positive effect on OCB*

The result of analysis shows that the coefficient value of direct influence of Employee Training & Development to OCB is 0.211 with critical point 2.20\*, meaning that there is significant influence of Training & Development to OCB. This indicates that hypothesis 7 which states "Training & Development has direct and positive effect on OCB" is accepted. The results of this analysis indicate with the increase in Training & Development can increase OCB.

*H8: Compensation & Reward has direct and positive effect on OCB*

The result of analysis shows that the coefficient value of direct influence of Compensation & Reward OCB is 0.448 with critical point 3.73\*, meaning that there is significant influence of Compensation & Reward to OCB. This indicates that hypothesis 8 which states "Compensation & Reward has direct and positive effect on OCB" is accepted. The results of this analysis indicate with the increase in Compensation & Reward can increase OCB.

*H9: Performance appraisal has direct and positive effect on OCB*

The result of analysis shows that the coefficient value of direct influence of Performance appraisal to OCB is 0.251 with critical point 2.32\*, meaning that there is significant influence of Performance appraisal to OCB. This indicates that hypothesis 9 which states "Performance appraisal has direct and positive effect on OCB" is accepted. The results of this analysis indicate with the increase in Performance appraisal can increase OCB.

*H10: Employee Staffing directly influence to OCB through Job satisfaction*

The result of analysis stated that the acquisition value of a coefficient of a direct influence of Employee Staffing to Job satisfaction is 0.239 with critical point 2.57\*, meaning that there is a significant influence of Employee Staffing to Job satisfaction. Acquisition of coefficient of a direct influence of Job satisfaction to OCB equal to 0.321 with critical point 4.06\*, meaning that there is a significant influence on Job satisfaction to OCB. The results of the analysis also showed a significant influence on the Employee Staffing to the OCB with the effective coefficient of 0.188 with a critical point of 2.41\*. It shows there is indirect influence between Employee Staffing to OCB through Job satisfaction. The results of the above analysis indicate that there is empirical evidence that hypothesis 10 which states "Employee Staffing directly affects to OCB through Job satisfaction" is accepted. The result of this analysis shows that Job satisfaction mediates the relationship between Employee Staffing and OCB.

**H11: Training & Development directly influence to OCB Through Job satisfaction**

The result of analysis stated that the acquisition value of a coefficient of a direct influence of Training & Development to Job satisfaction is 0.456 with critical point 6.18\*, meaning that there is a significant influence of Training & Development to Job satisfaction. Acquisition of coefficient of a direct influence of Job satisfaction to OCB equal to 0.321 with critical point 4.06\*, meaning that there is a significant influence on Job satisfaction to OCB. The results of the analysis also showed a significant influence on the Training & Development to the OCB with the effective coefficient of 0.211 with a critical point of 2.20\*. It shows there is indirect influence between Training & Development to OCB through Job satisfaction. The results of the above analysis indicate that there is empirical evidence that hypothesis 10 which states " Training & Development directly affects to OCB through Job satisfaction " is accepted. The result of this analysis shows that Job satisfaction mediates the relationship between Training & Development and OCB.

**H12: Compensation & Reward directly influence OCB Through Job satisfaction**

The result of analysis stated that the acquisition value of a coefficient of a direct influence of Compensation & Reward to Job satisfaction is 0.355 with critical point 2.63\*, meaning that there is a significant influence of Compensation & Reward to Job satisfaction. Acquisition of coefficient of a direct influence of Job satisfaction to OCB equal to 0.321 with critical point 4.06\*, meaning that there is a significant influence on Job satisfaction to OCB. The results of the analysis also showed a significant influence on the Compensation & Reward to the OCB with the effective coefficient of 0.321 with a critical point of 4.06\*. It shows there is indirect influence between Compensation & Reward to OCB through Job satisfaction. The results of the above analysis indicate that there is empirical evidence that hypothesis 10 which states "Compensation & Reward directly affects to OCB through Job satisfaction " is accepted. The result of this analysis shows that Job satisfaction mediates the relationship between Compensation & Reward and OCB.

**H13: Performance appraisal directly influence OCB Through Job satisfaction**

The result of analysis stated that the acquisition value of a coefficient of a direct influence of Performance appraisal to Job satisfaction is 0.654 with critical point 4.84\*, meaning that there is a significant influence of Performance appraisal to Job satisfaction. Acquisition of coefficient of a direct influence of Job satisfaction to OCB equal to 0.321 with critical point 4.06\*, meaning that there is a significant influence on Job satisfaction to OCB. The results of the analysis also showed a significant influence on the Performance appraisal to the OCB with the effective coefficient of 0.251 with a critical point of 2.32\*. It shows there is indirect influence between Performance appraisal to OCB through Job satisfaction. The results of the above analysis indicate that there is empirical evidence that hypothesis 10 which states "Performance appraisal directly affects to OCB through Job satisfaction" is accepted. The result of this analysis shows that Job satisfaction mediates the relationship between Performance appraisal and OCB.

*Examination of the coefficient track the influence of mediation*  
The probability that the results of the coefficient testing the mediation on table 6

**TABLE 6.** The coefficients the influence mediation

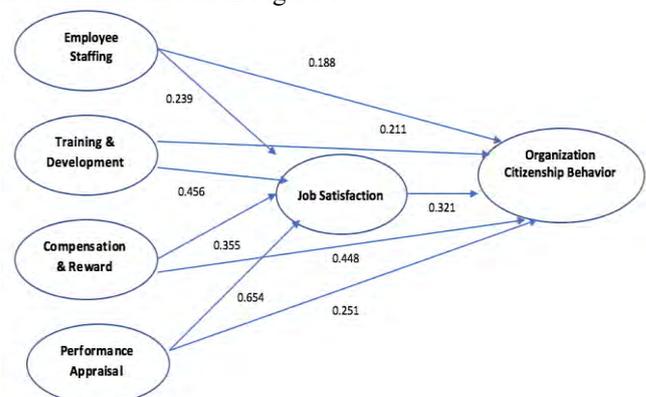
No	Correlati on Variables	Medi ation varia ble	Path coefficient				Con- clusion
			A	B	C	d	
1	X1→Y2	Y1	0.188	0.239	0.045	0.321	Partial Mediati on
2	X2→Y2	Y1	0.211	0.456	0.096	0.321	Partial Mediati on
3	X3→Y2	Y1	0.448	0.355	0.159	0.321	Partial Mediati on
4	X4→Y2	Y1	0.251	0.654	0.164	0.321	Partial Mediati on

Notes \*= significance to  $\alpha = 0,05$

Based on the above analysis, it is proved that Job satisfaction variable as the mediation variable in the relationship of Employee Staffing, Training & development, Compensation & Reward and Performance appraisal to OCB.

*The analysis model*

Based on the analysis conducted, it can be arranged path model of influence as in Figure 1.



**Fig 1.** Model Analysis

Figure 1 shows the existence of nine direct influences namely 1) Employee Staffing has a significant effect on Job satisfaction; 2) Training & Development has significant effect on Job satisfaction; 3) Compensation & Reward has significant effect on Job satisfaction; 4) Performance appraisal has significant effect on Talent Management, and 5) Job satisfaction has significant effect on OCB; 6) Employee Staffing has a significant effect on OCB; 7) Training & Development has significant effect on OCB; 8) Compensation & Reward has significant effect on OCB; 9) Performance appraisal has significant effect on OCB. Besides, there are four indirect influences: 1) Job satisfaction has significant effect on OCB Through Job satisfaction; 2) Employee Staffing has a significant effect on OCB Through Job satisfaction; 3) Training & Development has significant effect on OCB

Through Job satisfaction; 4) Compensation & Reward has significant effect on OCB; 9) Performance appraisal has significant effect on OCB **Testing loading factors**

The loading factor assessment is used to find out the strongest indicator of the variable. The highest loading factor value shows the strongest variable gauge indicator that is interpreted as an indicator with the dominant contribution to reflect the variables. The result of the mean value recapitulation and the loading factor of each indicator variable is shown in Table 7

TABLE 7. Recapitulation Estimate Loading

No	Variable	Instruments		Estimate Loading
1	Employee Staffing	X1.1	Sourcing candidates	0.579
		X1.2	Screening of potential candidates	0.571
		X1.3	Selection	0.719
		X1.4	Onboarding	<b>0.813</b>
2	Training & Development	X2.1	Availability of training	0.631
		X2.2	Motivation to learn	<b>0.738</b>
		X2.3	Training environment	0.685
		X2.4	Benefits of training	<b>0.738</b>
3	Compensation & Reward	X3.1	Salary	0.738
		X3.2	Bonus	0.829
		X3.3	Benefit	0.851
		X3.4	autonomy	0.549
		X3.5	achievement	0.720
		X3.6	challenges	<b>0.940</b>
4	Performance Appraisal	X4.1	Traits	0.717
		X4.2	Behaviors	0.713
		X4.3	Competencies	<b>0.863</b>
		X4.4	Goal achievement	0.686
		X4.5	Improvement potential	0.729
5	Job Satisfaction	Y1.1	The Job it self	0.809
		Y1.2	Promotion	0.804
		Y1.3	Supervision	0.814
		Y1.4	Work Partner	<b>0.847</b>
6	OCB	Y2.1	Altruism	0.913
		Y2.2	Civic virtue	0.704
		Y2.3	Conscientiousness	<b>0.923</b>
		Y2.4	Courtesy	0.670
		Y2.5	Sportsmanship	0.815

### B. Discussion :

#### 1. Employee Staffing has direct and positive effect on Job satisfaction

This research proves that Employee Staffing has direct and positive effects on Job satisfaction. This result means that the implementation of good Employee Staffing can affect the increase in Job satisfaction. The findings of this study are in line with research conducted by Riaz (2015) which states that

HRM practice has positive correlation with job satisfaction. Other research conducted by Amare (2015) also proves the same thing. Based on the results of the study found that the most dominant indicators affecting employee staffing are onboarding, this means that the process of ensuring that candidates can fulfill their new role in work effectively is important through Job satisfaction.

#### 2. Training & Development has direct and positive effect on Job satisfaction

Training & Development has direct and positive effects on Job satisfaction. The results of this study support the research conducted by Mustafa (2014) which states that positive relationship between HRM practices of compensation and benefits and job satisfaction. Relating to Training & Development the most dominant indicator is Motivation to learn. Participation in training activities is felt by individuals as a way to increase skill levels and improve job performance. If a higher level of learning motivation is given, it will result in an increase in learning in Training & Development.

#### 3. Compensation & Reward has direct and positive effect on Job satisfaction

The results of the study stated that Compensation & Reward has direct and positive effects on Job satisfaction. These findings corroborate the results of previous studies conducted by Mohammed. Et. Al. (2014) which prove that HR practices including compensation and benefits have significant association with job satisfaction. Observations in the field found that the most influential indicators for Compensation & Reward were challenges (intrinsic motivation). The challenges in work are important for employees and variations in the work context are important functions of HRM.

#### 4. Performance appraisal affect has direct and positive effect on satisfaction

Performance appraisal affect has direct and positive effects on satisfaction. The results of this study support research conducted by E. Ofoegbu (2014), Bhawna(2018), Sohail (2017) & Zia (2016) which states that performance appraisal is independently predict job satisfaction. Indicators Competencies are the most dominant in Performance appraisal. competency refers to a variety of knowledge, skills, traits, and behaviors that may be technical and business-oriented, or related to interpersonal skills. There are several specific job competencies that are closely related to job success such as analytical thinking, achievement orientation, or in a management position that develops talent, delegates authority, or manages management skills.

#### 5. Job satisfaction has direct and positive effect on OCB

Job satisfaction has direct and positive effects on OCB. The results of this study support the study of Hassanreza (2010) Arif (2017), Ikonne (2013) and the research of Gülsevım (2018) which proves that Job satisfaction affects organizational citizenship behavior. The indicator that most influences Job Satisfaction is Work Partner. A work environment and a

harmonious relationship with colleagues will support job satisfaction.

*6. Employee Staffing has direct and positive effect on OCB*

Employee Staffing has direct and positive effects on OCB. Based on studies in the field it was found that the most dominant indicator in OCB was Conscientiousness. Conscientiousness: refers to behavior when employees pay particular attention to their work and goes beyond the minimum organizational requirements in various fields such as timeliness, preserving organizational resources, and attendance. Conscientiousness means when individuals use their time to increase efficiency for themselves and organizations, such as giving participants more time for the organization, taking extra effort beyond formal requirements, not taking additional breaks, complying with company rules and regulations even when there is nothing watching.

*7. Training & Development has direct and positive effect on OCB*

Training & Development has direct and positive effects on OCB. This finding corroborates the results of an earlier study conducted by Joseph (2016) which states Employee development affects to OCB. To increase the OCB in the Training & Development variable must pay attention to the indicators of Benefits of training. Training has many benefits for both employees and organizations. Employees become more confident, open to change and support each other, and they will also think positively about the benefits of training so that it shows a stronger OCB in the organization.

*8. Compensation & Reward has direct and positive effect on OCB*

Research shows that Compensation & Reward has direct and positive effects on OCB. This finding corroborates the results of an earlier study conducted by Joseph (2016) which states reward & compensation affect to OCB. Indicators that need to be considered in Compensation & Reward to improve OCB are autonomy. Where employees receive some kind of freedom and have the opportunity to make their own decisions and work according to their schedules so they can work better and produce optimal output.

*9. Performance appraisal has direct and positive effect on OCB*

Performance appraisal has direct and positive effects on OCB. This means that an increase in performance appraisal will improve the OCB of the employee. Indicators that need to be considered are Goal achievement. the results of achieving the objectives Performance appraisal is an important criterion to be evaluated. Goals must be set by employees and superiors, and the results must lead to organizational success.

*10. Employee Staffing, Training & Development, Compensation & Reward and Performance appraisal have direct and positive effect on OCB Through Job satisfaction*

This research proves that Employee Staffing, Training & Development, Compensation & Reward and Performance appraisal have direct and positive effects on OCB Through Job satisfaction. With an increase of 4 factors the HRM function will increase job satisfaction and ultimately affect the increase in employee OCB.

#### IV. CONCLUSION

The results of the study stated that:

1. HRM Practice consisting of Employee Staffing, Training & Development, Compensation & Reward and Performance appraisal has direct and positive effects on Job satisfaction
2. HRM Practice consisting of Employee Staffing, Training & Development, Compensation & Reward and Performance appraisal has direct and positive effects on OCB.
3. HRM Practice consisting of Employee Staffing, Training & Development, Compensation & Reward and Performance appraisal has direct and positive effects on OCB through Job satisfaction.

Campus management needs to pay attention to manage HRM Practice to increase Job satisfaction and OCB. It is expected that with optimal management of campus HR management will be one strategy for business sustainability.

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