The Influence of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior

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Abstract—**This study aims to acknowledge the influence of the job satisfaction and organizational commitment on the organizational citizenship behavior of the employees, either partially or simultaneously. The research was conducted at Astra International Tbk Cirebon with 51 respondents. This is an associative research. The data obtained was analyzed using multiple regressions analysis. The result indicates that job satisfaction and organizational commitment significantly affect the organizational citizenship behavior with the Adjusted R Square value of 0.211, meaning that the job satisfaction and organizational commitment together have an influence on the organizational citizenship behavior at 21.1%. In addition, there is a positive and significant influence of job satisfaction and organizational commitment simultaneously on organizational citizenship behavior, supported by the result of the F-test, where the Fcountof 7.681 is greater than the Ftable of 3.19.**

Keywords—job satisfaction; organizational commitment; organizational citizenship behavior

I. INTRODUCTION

Currently, there is a rapid growth in the global automotive industry. Such a state has led to an increasingly fierce competition. Therefore, companies are required to be capable of formulating effective management strategies and policies, especially on human resource (HR). The quality and performance of human resources will determine the achievement of organizational goals [1].

In today's dynamic world of work, companies need employees with supporting attitude due to higher demand of team work. Thus, companies highly appreciate employees willing to perform extra miles in their profession [2], namely deliberately engaging themselves to provide additional service, assisting co-workers in need, respecting dissenting opinions, and avoiding unnecessary conflicts with fellow colleagues. These behaviors, where employees occasionally put people first above else, are often called Organizational Citizenship Behavior (OCB) which is classified under organizational behavior [3].

Organizational Citizenship Behavior constitutes extra-role behaviors beyond the job description determined by the company, with contribution to the work effectiveness and the company [2,4]. Understanding the behavior of employees within an organization is essential since fostering and retaining employees, especially potential employees, is an exceptional challenge. These days, managers emphasize on the effort to create working conditions under the basis of the organizational compliance, loyalty, and participation. The comprehension of OCB will help managers to construct such an environment to support collaboration between employees for maximum performance. Furthermore, managers can be more efficient in terms of time in directing their employees to finish their assignment and to focus on company performance [5].

This highly positive behavior may grow and develop within the organization, due to the influence of various factors, among others are environmental factors and individual employee personality factors. Working environment factors involve perceptions of satisfaction, whereas personality factors are related to employee commitment to their work in the company. According to Farrukh et al. [6], companies need to provide supporting working environment to improve employee efficiency, effectiveness, productivity, and commitment. From another point of view, Raziq and Maulabakhsh found that extraversion, hospitality, and conscience are positively correlated with the individual affective commitment to the company [7].

Organizational Citizenship Behavior may be influenced by job satisfaction [8-10]. Satisfied employees are more productive, wholehearted, willing to serve beyond their job descriptions, positively expressive about their organization, helpful to fellow colleagues, and fully contributive to the companies.

Another factor that influences OCB is organizational commitment. Employees highly committed to the company tend to maintain their presence in the organization or company. They are compliant better with the company regulations and more dedicated in taking on tasks. They also have the awareness to help each other and perform at their best work to help the company achieve the expected goals. The greater the commitment, the higher the OCB exhibited by the employees [11-14].

The purpose of this research is to investigate the effect of job satisfaction and organizational commitment in PT. Astra International Tbk. AUTO 2000 Cirebon. As a trading company engaging in automotive business, Auto 2000 Cirebon also embraces the intense competition, demanding the employees to

improve the company performance in order to stay one step ahead of the competition. In addition to the job description, employees are encouraged to perform extra as the representation of OCB, such as assisting colleagues and well-behaved to others, to contribute to the effectiveness and efficiency of the company.

A. Job Satisfaction

Job satisfaction is a positive emotional state employees wish to feel from the result of appraisal or job experience. The influential factors among others are the characteristics of the employee, type of job, working environment, and employee relations [15]. An employee always has a desire to get something more than mere compensation, one of which is job satisfaction, either in material or non-material form. Satisfied employees will feel confident about their job which will ultimately lead to the improved performance. Siagian defines job satisfaction as a perspective, can be either positive or negative, of an individuals on their job [16].

Locke views job satisfaction as a a pleasurable emotional state resulting from the appraisal of one's job [17]. The appraisal arises out of their perception about their job. Mangkunegara formulates two factors that influence job satisfaction, namely personal factors and job factors [18]. Personal factors are factors that come from within an employee to achieve job satisfaction, including intelligence, personality, emotions, tenure, mindset, job attitude, education, employee work perception, age, gender, and physical condition. Job factors constitute factors found in the work itself, including the type of job, rank, position, promotion, organizational structure, work relationship, quality of supervision, and social interaction.

Highly satisfied employees display high OCB as a dedication to the company for taking a good care of them [19,20]. According to [8,9,21,22] also verify the positive correlation between job satisfaction and OCB.

B. Organizational Commitment

Greenberg et al. describe organizational commitment as a phase where individuals identify and engage with their organization without any intention to leave therefrom [23]. Robbins and Judge formulate organizational commitment as a condition in which an employee favors a particular organization as well as goals and desire to maintain a membership in the organization [24]. Where as, according to Umam [25], organizational commitment is a psychological construct that reflects the characteristics of the relationship between the organization members and the organization itself which carry implications for individual decisions to maintain their membership in the organization. The indicators of organizational commitment encompass emotional relationship, member's engagement with the organization, member's awareness, admission of needs, attachments and will to stay in the organization.

According to Allen and Meyer, there are three types of organizational commitment, namely affective commitment, continuance commitment, and normative commitment [26]. Affective commitment is the involvement of an individual's emotional attachment to the organization and the involvement of members with the activities within their organization. Continuance commitment is the perception of an individual to stay in the organization because of the loss they may experience if they leave the organization. People with strong continuance commitment tend to maintain their membership in the organization for they have a need to be a part thereof. Normative commitment describes the attachment to the obligations and responsibilities to stay in the organization. People with deep normative commitment will remain with the organization because they feel it is the right thing to do.

The studies conducted by Foote and Tang [8] and Khan and Rashid [27] find that satisfied employees will gain commitment that leads to OCB, resulting in positive impact toward companies in the long run. This conclusion is in accordance with the researches carried out by [12-14,28,29].

C. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior is a behavior representing attitudes and conducts that exceed the standards set by the company in carrying out their duties at work and sincerely assisting colleagues, initiatively and genuinely expressed. Organ defines OCB as an individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization [30]. Robbin and Judge state that OCB is an optional behavior that is not part of an employee's formal work obligations, but supports the functioning of the organization effectively [24]. Further, Djati argues that OCB is an invisible employee behavior toward colleagues and company exceeding the standard behavior set by the company, and beneficial for the company [31].

Organ proposes five dimensions of organizational citizenship behavior, consisting of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue [30]. Altruism is a voluntarily behavior where an employee assists co-workers experiencing difficulties in works. This behavior affects others in relation with tasks or problems in the organization. Conscientiousness is a dedication to the job which exceeds formal requirements, such as preferring working to vacationing on holidays. Sportsmanship is a behavior of warmly tolerating less comfortable and less ideal situation in the workplace without complaining and filing objections, as in willing to represent the company for a joint program. Courtesy includes behaviors that focus on the prevention of work-related problems and managing individual attitude to avert such a problem. Maintaining good relationship with colleagues, for example by acknowledging team failures that might have been avoided by taking the advice of a member. Civic virtue is participation that indicates responsibility towards the organization by caring for its viability, for example attending meetings and discussing organizational issues outside working hours.

According to Organ the indicators of Organizational Citizenship Behavior include being helpful, offering voluntary assistance, assuming further responsibility, maintain efficiency in working, showing tolerance, uncomplaining, polite, behaving carefully, participating actively as an employee, and being active in the organization [30]. Various indicators

applied to measure OCB yield positive contribution for the organizational performance [32,33]. OCB significantly contributes to the success of organization, therefore it is significant to comprehend how and why organization members need to engage in OCB.

D. A Model of Job Satisfaction and Organizational Commitment Toward Organizational Citizenship Behavior Hypothesis and Research Model

The main purpose of this study is to examine how job satisfaction and organizational commitment affect OCB. Based on the literature review, this study formulated the following research hypotheses:

H_1: Job satisfaction influences Organizational Citizenship Behavior.

H_2: Organizational commitment influences Organizational Citizenship Behavior.

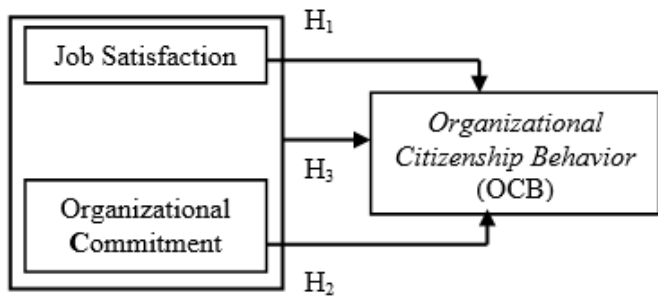H_3: Job satisfaction and organizational commitment simultaneously influence Organizational Citizenship Behavior.

Fig. 1. Research model.

II. RESEARCH METHODS

A. Research Design

Associative research method was applied in this research to define the relationship between two or more variables. The analysis unit in this study is the employees of PT. Astra International AUTO 2000 (Tbk) in Cirebon, Indonesia, with the population of 146 employees. The sampling method employed was non-probability sampling with convenience sampling technique, resulting in 51 people as the sample based on the Slovin's formula sampling technique.

B. Definition and Measurement of Research Variable

In this research, Organizational Citizenship Behavior acts as a dependent variable, where as job satisfaction and organizational commitment serve as independent variables. Each variable was measured with Likert scale. According to Sugiyono mentions that Likert scale is used to measure attitudes, opinions, and perceptions of individuals or groups of people about a social phenomenon [34].

Organizational Citizenship Behavior is referred as set of discretionary workplace behaviors that exceed one's basic job requirements [35]. Job satisfaction is the pleasant feelings that results from the appraisal of the job or by the job facilities, where as job dissatisfaction is the unpleasant feelings that

results from the appraisal of job such as, frustration or blocking the achievement of the values [17,36]. Organizational commitment is the willingness of individuals to continue to participate or work in an organization [37].

C. Multiple Regression Analysis

Sugiyono affirms that multiple regression analysis is possible to carry out with the minimum of two independent variables 34[28]. This analysis technique was conducted to test the hypotheses with the help of SPSS 23. Data quality analysis in this study includes: Validity Test, Reliability Test, and Model Feasibility Test. As for the regression equation is elaborated as follows:

$$OCB = a + b_1 \text{ Job Satisfaction} + b_2 \text{ Organizational Commitment} + e$$

III. RESULTS AND DISCUSSION

A. The Characteristics of the Respondents

The description of the respondents includes their gender and age. From the table 1, 45 people (88.3%) as the majority respondent are male. This sample is dominated by people aged 31-40 years old with 23 people in number. Most of these respondents are high school graduates, amounting 23 people (45.1%).

Table 1 displays the number and percentage of the respondents.

TABLE I.   DESCRIPTION OF RESPONDENTS

Respondents Gender :	Number (People)	Percentage (%)
1. Male	45	88,3%
2. Female	6	11,7%
Total	**51**	**100%**
Age:		
21 – 30 years	15	29,4%
31 – 40 years	23	45,1%
41 – 50 years	11	21,6%
>50 years	2	3,9%
Total	**51**	**100%**
Education		
1. Senior High School	23	45,1%
2. Diploma	14	27,5%
3. Bachelor Degree	12	23,5&
4. Master Degree	2	3,9%
Total	**51**	**100%**

B. Data Analysis

Questionnaires are valid if containing questions that may reveal measurable output. With a sample of 51 people, the r table value is 0.05 = 0.2759 to be significant. The result of the validity test in the study shows the value of r count > r table. Thus, his job satisfaction, organizational commitment, and OCB are valid as the research instruments.

Reliable instruments are instruments producing similar data when applied to measure the same object for several times. The reliability is determined by the Cronbach's alpha value of greater than 0.70. The data analysis result indicates that the

value of Cronbach's alpha for all variables is greater than 0.7, concluding the reliability of all research instruments.

From the data analysis, the value of adjusted R square is 0.211. In other words, job satisfaction and organizational commitment together influence the OCB by 21.1% and the remaining 78.9% is influenced by external variables of the research object.

C. Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to figure out the influence of several independent variables simultaneously on the dependent variable. This analysis was also used to determine whether the hypotheses proposed in this study are supported. The following table is the result of multiple linear regression analysis with SPSS 23.

TABLE II.   RESULT OF MULTIPLE LINEAR REGRESSION ANALYSIS

Variable	Coefficient	t	Sig.
Job Satisfaction	0.213	3.315	0.002
Organizational Commitment	0,245	2.840	0.007
Constanta	11.963		
Adjusted R²	0.211		
F	7.681		
F Sig.	0.001		

Source: Data Result, 2018

The multiple regression equation model from the table above is as follows:

$$Y = 11.963 + 0.213\, X_1 + 0.245\, X_2 + e \qquad (1)$$

Based on the equation, job satisfaction and organizational commitment have a positive influence on OCB. This finding is supported by the positive value of the regression coefficient. In addition, information in table 2 can confirm the hypotheses proposed in this study, namely:

1) The influence of job satisfaction on OCB: From the SPSS output, the variable of job satisfaction is significant with P-value (sig.) of 0.002<0.05 and tcount value of 3.315.With degrees of freedom (df) of 49 and a significance level of 5%, the tcount value of 1.676 is obtained. Conclusively, the tcount is higher than the ttable. Therefore, Ho is rejected and Ha is accepted. This means that the influence of job satisfaction on OCB is positive and significant.

2) The influence of organizational commitment on OCB: From the SPSS output, the variable of organizational commitment is significant with a P-value (sig.) of 0.007<0.05 and tcount value of 2.840. With degrees of freedom (df) of 49 and a significance level of 5%, the tcountvalue of 1.676 is obtained. For this variable, the tcount is higher than the ttable as well. Thus, Ho is rejected and Ha is accepted. This means that the influence of organizational commitment on OCB is positive and significant.

3) The influence of job satisfaction and organizational commitment simultaneously on OCB: The F-test conducted on the research model indicates the F table (2.874) is lower than fcount from the data analysis result, signifying the feasibility

of the two regression models for this research to test the hypotheses. With the Fcount value of 7.681, the degrees of freedom (df) of 49, and a significance level of 5%, the Ftable value obtained is significant at 3.19. Based on the calculation result, the Fcount is higher than Ftable. This implies the influence of job satisfaction and organizational commitment simultaneously on OCB.

IV. CONCLUSION

Based on the analysis and discussion, the following conclusions were drawn:

- From the data analysis result, the first hypothesis testing confirms that job satisfaction has a positive and significant effect on OCB on the employees of PT. Astra International, Tbk Auto 2000 Cirebon. This research is consistent with the research conducted by [8,9,21,22].

- The second hypothesis testing shows that organizational commitment has a positive and significant effect on OCB on employees of PT. Astra International, Tbk Auto 2000 Cirebon. This study is consistent with the research conducted by [12-14,28,29].

- Job satisfaction and organizational commitment together may have a significant effect on OCB on employees of PT. Astra International, Tbk Auto 2000 Cirebon. This study is in line with the study conducted by [11,12].

The sample becomes the limitations of this research as it is taken only from one company, thus the generalization is weak. Therefore, the expansion of the frame sampling is deemed appropriate for the future research.

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