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The Effect of Job Satisfaction on Organizational Commitments and Organizational Citizenship Behavior

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Human resources have an important role due to organizational effectiveness and success rate with highly dependent on the quality and performance of human resources. In this study aims to analyse the effect of job satisfaction on organizational commitment and organizational citizenship behaviour. This research was conducted in a mobile shop with 40 respondents. Here, the data was collected by distributing questionnaires to respondents using a list of statements related to the variables used. The collected data were analysed using Warp PLS software. The results showed that job satisfaction has a positive and significant effect on organizational commitment and organizational citizenship behaviour with value of highest coefficient path around 0.307 from testing result. This study also indicated that job satisfaction did not have a significant effect on organizational citizenship behaviour. The research implication informs that increasing organizational citizenship behaviour can be done by creating job satisfaction for employees through appropriate rewards and providing guarantees for employees to get justice in the workplace. Finally, the job satisfaction effect has been studied also applied as a mechanism to assess workplace over Gianyar, Bali, Indonesia in near future.

Keywords: Job Satisfaction, organizational commitment, organizational citizenship behavior

1. INTRODUCTION

The new globalization era, organizations are required to be able to determine management strategies and policies, especially in the field of human resource management (HR). HR is very important in organizations because the effectiveness and success of the organization are very dependent on the quality and performance of human resources. Here, the organizational citizenship behavior (OCB) is the behavior of free individuals which is not directly recognized by the reward system in promoting the effective functioning of the organization [1]. In other words, OCB is employee behavior that exceeds the mandatory role, which is not directly recognized by the formal reward system and is optional behavior that is not part of an employee's formal work obligations. However, OCB supports the effective functioning of the organization. OCB can arise from various factors in the organization, including due to employee job satisfaction and organizational commitment [2]. Organizations should pay attention to and create human resources who have behavior outside of their roles. Therefore, it is necessary to change the management of human resources, especially the role of the organization in efforts to improve the

quality of human resources. These reasons demand the urgency of research on OCB to have reliable and quality human resources in serving stakeholders. Besides that, the organization must still be able to keep all existing employees feeling job satisfaction. Dissatisfaction at work also occurs because of the rolling system where employees can be transferred to branches that require less manpower so that employees often change workplaces and can cause more expenses on employee transportation costs. Employee job dissatisfaction also feel due to the supervision of the supervisor is seen as less fair when doing rolling work. As a result, the desire to take on an extra role is very low. The results of the interview even informed that employees are reluctant to do the work of other coworkers when they are unable to do the job. This indicates that the employees' OCB is low.

OCB is extra behavior that is not part of the formal work obligations of an employee but supports the effective functioning of the organization [3]. Successful organizations need employees who have the attitude of being able to perform tasks that are more than just ordinary tasks that can exceed expectations. These attitudes such as helping individuals in the team, volunteering to do extra work, avoiding unnecessary

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conflicts, and respecting the spirit and content of organizational rules [4]. Some research results reveal that employees who have OCB tend to contribute positively to organizational outcomes. It became clearer that satisfaction effect on OCB employee works through organizational commitment [5, 6, 7]. A high level of organizational commitment can increase employee loyalty thereby increasing employee OCB. Here, the successful organizations need employees who can act beyond general work tasks so that they can provide performance that exceeds expectations [8].

OCB can support a growing and more dynamic organization where tasks are more and more carried out in teams, are more flexible, have important values, it is necessary to have employees who can behave outside of their roles. In general, OCB has an appearance because employees get job satisfaction on dynamic organization. Job satisfaction is a positive feeling about one's job which is the result of evaluating its characteristics [9]. Here, job satisfaction has a significant positive effect on OCB mechanism [10]. Job satisfaction is not only related to resignation but also the organization is responsible for providing challenging work and intrinsically rewarding employees. Job satisfaction reflects attitude rather than behavior. Attitudes are evaluative statements, whether desired or unwanted, regarding objects, people, or events. The attitude reflects how someone feels about something in the environment. A positive and significant relationship between job satisfaction and organizational performance and also showed a positive relationship between job satisfaction and OCB [11]. Therefore, job satisfaction is one of the factors that make up OCB.

Job satisfaction has received a lot of attention compared to work-related attitudes. However, organizational commitment is increasingly being discussed because it is more related to employees' perceptions of the organization in which they work. Although satisfaction is related to attitudes towards work and commitment related to the organizational level, some research results suggest that job satisfaction and organizational commitment have a strong relationship [12]. The results showed that job satisfaction had a significant positive effect on organizational commitment. This implies that employee commitment to the organization can be increased if employees feel that their needs are well met so that they feel satisfied. The better the job satisfaction felt by employees, the higher the employee's organizational commitment [13]. Job satisfaction is a collection of pleasant and unpleasant feelings about their work [14].

Organizational commitment is one of the important factors that play a role in shaping employee OCB. Organizational commitment is an attitude that reflects the organization's employee loyalty and continuous process in which members of the organization expressed concern to the organization on the success and sustainable progress. The affective commitment was a predictor of OCB with a positive relationship between

affective commitment and normative commitment [15, 16]. Here, OCB is normative commitment has a stronger relationship than affective commitment [17]. Meanwhile, continuous commitment has a negative relationship with compliance. In previous study, the organizational commitment affects OCB [18, 19, 20]. Theoretically, job satisfaction and commitment to the organization is a determining factor of employees showed OCB [21]. However, what is more important for OCB is that employees should feel that they are treated fairly, and have organizational support.

2. METHODOLOGY

Measuring the performance of employees of an organization is not enough to pay attention only to be able to carry out the tasks contained in the job description. Extra roles are needed for the completion of organizational tasks well. In addition, the completion of organizational tasks is able to set an example for other employees. Employee contributions over formal job description are known as Organizational Citizenship Behavior (OCB). Here, job satisfaction has a positive and significant effect on OCB at formal job [22]. Meanwhile, job satisfaction has a significant effect on OCB while job satisfaction has a significant effect on OCB [23, 24]. Job satisfaction has a significant effect on OCB with a positive and significant relationship between job satisfaction and OCB [25, 26]. A number of the research results above indicate the important role of job satisfaction in building OCB. Therefore, it can be stated that job satisfaction is one of the predictors of OCB.

Job satisfaction describes a positive feeling about work which is the result of an evaluation of its characteristics [27]. Employee job satisfaction is often associated with several variables, including organizational commitment. Many previous studies have tried to link job satisfaction with organizational commitment. Here, the teacher job satisfaction has a positive effect on organizational commitment [28]. Meanwhile, several other studies also reveal that there is a significant positive relationship between job satisfaction and organizational commitment. Job satisfaction has a significant positive effect on organizational commitment with job satisfaction has a significant positive effect on organizational commitment [29, 30]. Here, job satisfaction has a positive and significant effect on organizational commitment also have a positive and significant effect on organizational commitment [31]. Besides, a positive and significant relationship between job satisfaction and organizational commitment [32].

Organizational commitment is a level where employees feel loyal to the organization, accept and internalize the goals and values of the organization, and involve themselves in organizational activities. Here, Organizational Commitment Behavior has a positive and significant effect on Organizational Citizenship Behavior. Furthermore, the organizational commitment has a positive and significant effect on organizational

citizenship behavior. Thus, the organizational commitment has a positive and significant effect on the organization. Furthermore, organizational commitment has a positive and significant effect on OCB. Besides, a positive and significant influence between organizational commitment and OCB. Thus, organizational commitment has a positive and significant effect on OCB also has a positive and significant effect on OCB [33, 34]. Thus, the hypothesis in this study as follows:

- H₁: Job satisfaction has a positive and significant effect on OCB.**
- H₂: Job satisfaction has a positive and significant effect on organizational commitment**
- H₃: Organizational commitment has a positive and significant effect on OCB**

3. RESULT AND DISCUSSION

In order to achieve the result, we analyze employees at the Mobile Shop in Gianyar, Bali. Here, the population of this study (over five stores in cell phone shop) with 142 people. By using onsite questionnaires showed that only 40 employees filled in completely. Here, the quantitative and qualitative data are used in this study. Both of primary and secondary sources, we collected by conducting interviews and distributing questionnaires. The design of this research is quantitative with descriptive analysis techniques through descriptions that describe and explain the research subject and inferential analysis using the WARP PLS analysis technique. The object of this research is job satisfaction and organizational commitment as well as Organizational Citizenship Behavior (OCB). The questionnaire was prepared based on 3 (three) variables, namely job satisfaction, organizational commitment, and Organizational Citizenship Behavior. Indicators of job satisfaction variables is adopted by using several parameters e.g., the job itself, satisfaction with salary, opportunities with promotion, supervision, and co-workers [35]. The organizational commitment variable is adopted from another parameter such as affective commitment, continuous commitment, and normative commitment [35]. Also, the OCB variable adopts indicators from sportsmanship, civic virtue, conscientiousness, altruism, and courtesy [36]. In this test, the value of reliability is shown by the Cronbach's Alpha score where if the score is above ≥ 0.60 , the instrument can be said to be reliable. Furthermore, the collected data were analyzed using descriptive statistical analysis and inferential analysis.

Research is using analytical tools Warp PLS to analyze the data collected was then used to test the hypothesis according to the research objectives. Warp PLS 5.0 is used because it uses a structural model of the effect of job satisfaction on organizational commitment and OCB. The outer model test results show that the model has met the criteria for the validity and reliability of the construct. Includes: convergent validity (loading factor > 0,5 and

average variance extracted > 0.50). The model has also met the criteria for composite reliability (> 0, 7) and the Cronbach's Alpha value (0.70). The model has also fulfilled the discriminant validity in which the AVE root value of all research variables has a value greater than the correlation between variables. Thus, the model has met the criteria of validity and reliability which are sufficient for further interpretation (see Figure 1).

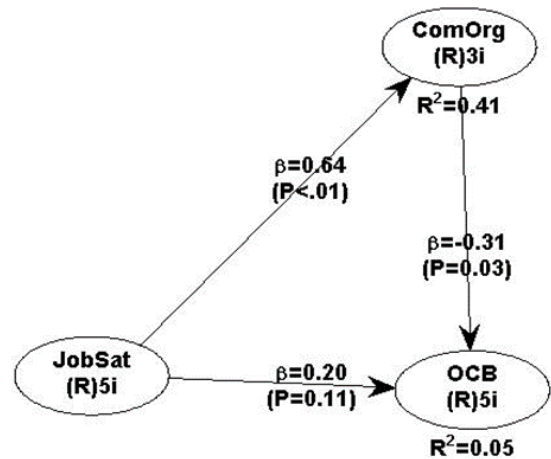


Figure 1. WarpPLS software analysis results

Based on Figure 1, the line coefficient of each relationship can be summarized to assess hypothesis with three variable result (see Table I)

Table I. Hypothesis test results

Hypothesis Assessment	Coefficient Path	P values	Effect size	Description Status
JobSat> OCB	0.204	0.113	0.079	Not Significant
JobSat> ComOrg	0.636	0.001	0.405	Significant
ComOrg> OCB	0.307	0.030	0.132	Significant

Based on Table 1, the path coefficient value and the significance value of the relationship between variables are obtained. The description of each relationship between these variables is as follows. The first hypothesis testing results indicate job satisfaction does not significantly affect OCB. The indication can be seen from the path coefficient value of 0.204 with a significance of 0.113, greater than 0.05. This means that job satisfaction does not affect OCB. The results of testing the second hypothesis show that job satisfaction has a positive and significant effect on organizational commitment with a coefficient value of 0.636 and a significance (p-value) of 0.001. This value shows that the better the performance satisfaction, the more organizational commitment will also increase. The results of testing the third hypothesis show that organizational commitment has a positive and significant effect on OCB with a coefficient value of 0.307 and a significance (p-value) of 0.030. This value shows that the better the organizational commitment, the better the OCB will be. Furthermore, Job satisfaction does not have a significant effect on OCB. Job satisfaction is not only related to resignation but also the organization is

responsible for providing challenging work and intrinsically rewarding employees. Job satisfaction reflects employee attitudes rather than behavior. Attitudes are evaluative statements, whether desired or unwanted, regarding objects, people, or events. The attitude reflects how people feel something in the air activity. The findings of this study indicate that job satisfaction has no significant effect on OCB which identifies that there is no effect between job satisfaction with OCB. Here, a significant relationship between job satisfaction and OCB at the Indragiri Rengat School of Economics. A significant relationship between job satisfaction and OCB conducted by lecturers at Padang State University, the two studies were not in line with the results of this study which found that job satisfaction was not has a significant effect on OCB.

The results of this study also do not support the research on technical personnel of PT. East Java PLN Distribution Network Service Area in Mojokerto. Thus, an employee who work at Baitul Maal Wat Tamwil (BMT), Central Java. The commitment of employees to the organization can be increased if employees feel their needs are well met so that they feel satisfied. The better the job satisfaction felt by employees, the higher the employee's organizational commitment. The results of hypothesis testing show that job satisfaction has a positive and significant effect on the organizational commitment which identifies that the better job satisfaction is, the higher organizational commitment. Furthermore, a teacher job satisfaction has a positive effect on organizational commitment. Also found that job satisfaction has a positive and significant effect on organizational commitment.

The results of this study have support on technical personnel of PT. East Java PLN Distribution Network Service Area in Mojokerto. Here, job satisfaction and organizational commitment are determinants of employees showing OCB. However, what is more, important for OCB is that employees must feel job satisfaction by being treated fairly, and receiving organizational support. Without being treated fairly and getting organizational support, employees will not provide maximum performance to the organization. The results of hypothesis testing show that organizational commitment has a positive and significant effect on OCB which identifies that the better organizational commitment, the more OCB will increase. The organizational commitment has a positive and significant effect on OCB. In addition, a positive and significant relationship between organizational commitment and OCB. Thus, a job satisfaction and organizational commitment are two constructs that contribute to the formation of OCB.

4. CONCLUSIONS

The results of this study indicate that job satisfaction has no significant effect on OCB. This provides information that job satisfaction has not been able to significantly help improve employee OCB. Job satisfaction has a positive and significant effect on organizational commitment. This informs that employees who have job satisfaction tend to be able to increase commitment to the organization. Therefore, employee satisfaction is an important asset in improve organizational commitment. The next commitment of the organization and a significant positive effect on OCB. This informs that employees who have high commitment tend to be more able to increase a sense of belonging to the organization so that they have high commitment to the organization. This is an important asset in increasing OCB. The findings of this study inform that employees who feel satisfaction in the workplace tend to have a higher commitment to the organization as well as a strong asset in shaping OCB behavior.

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