



## The Effect of Job Satisfaction and Personality on Organizational Citizenship Behavior through Organizational Commitment

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### Abstract

This study aims to examine the effect of job satisfaction and personality on organizational citizenship behavior through the organizational commitment of employees in the production section of PT Timatex Salatiga. This type of research used in this research is quantitative research. The number of samples used was 100 respondents. The sampling technique used random sampling. The analytical method used is the instrument test (validity and reliability), descriptive analysis test, regression test and path analysis with the SPSS version 23 program. Data collection methods are by means of interviews, observations and questionnaires. The results of this study indicate that job satisfaction and personality have a positive and significant effect on organizational commitment. Job satisfaction and personality have a positive and significant effect on organizational citizenship behavior. Organizational commitment is able to mediate the relationship between job satisfaction and personality on organizational citizenship behavior. Suggestions from this research are that company management needs to reinforce rules and give verbal sanctions to gradual warning letters to employees who are often late, also applies to employees who leave work before the due time.

### INTRODUCTION

Human resources are part of an advancement in science, development and technology, therefore, in the current era, technology and civilization are very advanced, requiring competent human resources to face increasingly fierce competition between companies, so that organizations are required to make adjustments in all aspects that exist in the organization (Prihantoro, 2012). To face this competition, companies are not only required to offer the company's products, but also the quality of the company's performance, namely, how to have the right strategy and management, especially in the field of human resources, because human resources are the main factor that can determine the company's existence and bonafides (Aryansah & Kusumaputri, 2013).

Human resources are considered important because they reflect conditions within an or-

ganization and become the driving force for the running of the organization (Jain & Nair, 2017). Therefore, employees as organizational resources who perform their duties less optimally will have an impact on the organization, because the effectiveness and success of the organization is highly dependent on the quality and performance of the human resources available at the company (Dewi & Suwandana, 2016).

According to Robbins and Judge (2015) Organizational behavior is a field of study that invests all the influence of individuals, groups and structures on behavior within organizations, for the purpose of knowledge for increasing organizational effectiveness. For the effectiveness of organizational functions, employees may do work that is not formally part of the requirements of the job, which in the field of Organizational Behavior is known as Organizational Citizenship Behavior (OCB) (Brahmasari, 2008). According

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to Ningsih and Arsanti (2014) the emergence of OCB in employees can be caused by the characteristics of employees such as great compassion for others and discipline, so that the desire to help friends who have not finished their work targets is the reason for someone to act extra / role. Conversely, undisciplined employees such as absences, alpha and being late will reduce the number of working hours that should be used to complete work programs and company activities that can affect work results, both the quality of work and the number (Meilany & Ibrahim, 2015) This is supported by Phopal (2012) who states that, when the average attendance rate is 2% -3%, it can be said that the organization is running well, but if the attendance is more than 3% it will indicate an indication of problems in the organization.

Successful organizations need employees who will do more than just formal tasks and are willing to deliver performance that exceeds organizational expectations (Ticoalu, 2013). According to research by Obedgiu et al., (2017) organizational commitment is a significant predictor of increasing OCB. According to Trigunajasa et al., (2017) an employee who upholds organizational commitment tends to do everything for the sake of organizational continuity (loyal), loyal employees will produce good behaviors for the organization so that creating organizational citizenship behavior is not difficult if supported by organizational commitment.

Employees who have a commitment, will remain with their organization in a pleasant state or not, employees will be with their organization in like or, attend to work regularly, and protect company assets, and share company goals (Dewi & Suwandana, 2016). To achieve the success of the company every employee must achieve optimal work results, it is necessary to have organizational commitment and high job satisfaction to be given to employees so that employees are willing to work not only on job descriptions but also willing to do work outside of their respective employee job descriptions, or so-called organizational citizenship behavior (Sena, 2011). According to Susskind et al., (2000) organizational commitment is a consequence of one's job satisfaction, if employees are satisfied with their work, employees will have commitment to the organization and vice versa if individuals are not satisfied with their work, it will be difficult to have commitment to the organization.

Job satisfaction needs to be possessed by every employee at work, because the level of satisfaction will affect someone in completing work

(Novira & Martono, 2015). In addition to job satisfaction, employee commitment to the organization can be influenced by the employee's own personality (Seniati, 2006). Based on the research of Izzati et al., (2015) social adaptability personality will indicate that someone who is friendly, cooperative, soft-hearted, generous, warm, trusts each other, refuses to yield, tolerates, and avoids conflict and personality conscientiousness is proven to significantly influence affective commitment.

Research conducted by Kontak et al., (2012) found that personality has an effect on OCB-O (behavior that provides direct benefits to organizations in general), but personality has no effect on OCB-I (behavior to help fellow individuals), so personality can be said as OCB forming factors. However, Organ (1990) states that individual differences are predictors that play an important role in an employee so that the employee will show his OCB. The differences in the results of this study indicate that employee personality is one of the factors that need to be further investigated about its effect on OCB, especially for structural employees by using the five major personality factors.

Research related to job satisfaction, personality, organizational commitment and organizational citizenship behavior is an important topic of discussion and has been described through previous research by experts. Several studies that have been conducted reveal that there are results that have an effect and do not affect the research variables. Some of these studies, namely, research conducted by Pio and Tampi (2018) state that there is a positive and significant influence between job satisfaction and OCB. However, research conducted by Vania and Purba, (2014) has different results, in this study it states that job satisfaction has no significant effect on organizational citizenship behavior. The results of the research by Sjahrudin et al., (2013) stated that personality has a positive effect and can increase OCB. However, Mosalaei et al., (2014) stated different results, there was a significant relationship between personality dimensions, namely openness to experience, friendliness, and caution towards OCB, but there was a negative relationship between personality dimensions, namely neuroticism or a person's ability to withstand a pressure or stress, and there is no significant relationship between the extraversion dimensions of OCB.

In connection with the object of research, PT Tiga Manunggal Synthetic Industries or often called PT Timatex Salatiga is an industry engaged in textiles which focuses on processing raw

materials for yarn into fabrics. This company has a production planning system based on orders from consumers. PT Timatex's textile product marketing is aimed at domestic and foreign markets.

The selection of this object took into account the phenomena that occurred in the company based on the results of observations and direct interviews with the Personnel on December 22, 2019. From the results of the interview, it was found that in May 2019 PT Timatex had just laid off, quite a number of employees had to be dismissed from their jobs. One of the reasons for layoffs was the decline in market demand, given that PT Timatex's production planning system was based on orders from consumers. The impact of these layoffs, starting from January 2020, PT Timatex employees were only 272 production employees from previously more than 600 employees.

The production process of this company, apart from being assisted by machines, also requires the role of human resources as a very significant factor, with the reduction in the number of employees so many, of course PT Timatex has experienced many changes that expect employees to volunteer to help each other to help their colleagues' work, willing to do additional work without expecting a reward or bonus from the company. In addition, employees who are orderly and comply with regulations will certainly help maximize the company's efforts to achieve its goals.

However, there are still employees who have not followed the disciplinary rules that apply in the company, such as being late for work, and leaving the work room some time before the proper work hours. Based on employee attendance data, data is obtained in table 1 as follows:

**Table 1.** Employee Attendance Data

Month	Number of Employees Late	The Average Employee Leaves Prematurely
January	24 Employees	Total = 1794 employees / 26 working days = 69 employees
February	25 Employees	Total = 304 employees / 16 working days = 19 employees

The employee attendance data table shows that there are still employees who do not reflect one of the OCB indicators, namely conscientiousness, which means employees behave on

time. The lack of maximal OCB behavior is not in accordance with the goals and expectations of the organization.

With this mismatch, the management of the company has made various efforts, one of which is the provision of compensation in the form of a decent salary/wage and according to regulations and indirect financial compensation in the form of protection programs such as health insurance and employment insurance. Another effort is supervision, supervision is carried out as needed so as not to cause prejudice, inconvenience and limitations in acting, with the aim of avoiding fatal mistakes and maintaining employee discipline.

Employees in the production sector are faced with various conditions, such as work that is directly related to machines. Jobs like this have a relatively high risk of work accidents, so employees in the production sector have a personality with a high level of caution, where someone tends to be more careful in taking an action or taking full consideration in making decisions. In addition, production employees must be able to work actively, and be responsive. Like actively ensuring production machines are not damaged and ready to use. If there is damage to the machine, the employee responsively immediately reports to it for repairs. This relates to employees with extravagant personalities who generally have a firm, active and energetic character.

In carrying out their duties and obligations, employees always interact with their colleagues. The interactions made by employees can occur related to the duties and jobs of the employees. The existence of good interaction between employees with each other will facilitate the completion of tasks, given that production employees work together in one room according to their respective sections. The interaction between colleagues at PT Timatex is well established, because conflicts between employees are rare.

By paying attention to aspects of job satisfaction and personality can affect employee commitment, PT Timatex's organizational commitment can be said to be good, a sense of kinship between employees is very good. Organizational commitment can be seen from the length of the employee's tenure. Employees whose tenure has been more than three or five years will tend to stay in this company for decades. In addition, some employees who have been laid off still want to work again and become part of this company. The employees expressed that they were willing to return to work at PT Timatex because they felt the difference in similar companies that did not

place too much importance on kinship in the organization. These employees feel that a good family atmosphere makes working at the company comfortable.

Based on the above background, the researcher aims to examine the effect of job satisfaction and personality on OCB through organizational commitment.

### **Hypothesis Development**

#### **The Influence of Job Satisfaction on Organizational Commitment**

As one of the important resources for a company, employees are required to be able to contribute and work well for the achievement of organizational goals, which in an effort to achieve this is done by high employee organizational commitment which is influenced by job satisfaction (Vania & Purba, 2014). Employees who are satisfied with their work will be more committed to the organization, which in turn, employees will feel proud of membership in the organization and employees will believe in the goals and values of the organization so that in the end they will provide high performance and productivity for the organization (Yew, 2008).

Research by Back et al., (2010) and research by Srivastava (2013) stated the same results, namely, job satisfaction has a positive and significant effect on organizational commitment and for an organization, good job satisfaction and organizational commitment will lead to a healthy organization.

H1: Job satisfaction has a positive and significant effect on organizational commitment.

#### **The Influence of Personality on Organizational Commitment**

Personality is a character pattern that is relatively permanent or difficult to change, character will contribute to individual differences in behavior, consistency of behavior over time and stability of these behaviors in every situation that may be unique or common for some people but the pattern is always different every time. Individuals (continued & Iring, 2014). Personality traits that are difficult to change are also emphasized in research conducted by Seniati (2006) which states that personal factors are more difficult to change than factors from the environment, so that personality has a greater, more stable and lasting influence on organizational commitment.

Research by Koesmono (2004) and research by Guay et al., (2016) stated the same results, there is a positive and significant relationship between personality and organizational commitment, the more good personality employees, the higher their

organizational commitment.

H2: Personality has a positive and significant effect on organizational commitment.

#### **The Influence of Job Satisfaction on OCB**

Job satisfaction is an important role for employees or even organizations, because job satisfaction affects employee behavior which in turn affects performance and function in the organization (Suparjo & Damanto, 2015). Pradhiptya (2013) research results indicate that job satisfaction has a significant positive effect on OCB. Supported by research by Rohayati (2014) which states that job satisfaction has a significant positive effect on OCB, meaning that the high and low levels of OCB are a result of high and low job satisfaction, and the higher the quality of existing job satisfaction will provide great potential for the creation of high OCB.

H3: Job satisfaction has a positive and significant effect on OCB.

#### **The Influence of Personality on OCB**

Personality is something that is inherent in employees and is more difficult to change (Kumar et al., 2009). Personality is expected to be a better predictor of employee performance, in situations where the manager's expectation for employees to display performance is not clearly defined, such as OCB (Purba & Seniati, 2004).

Research by Indarti et al., (2017) shows that personality dimensions have a significant direct relationship to OCB, marked by a positive coefficient showing that the better the employee's OCB beating personality is also the better. Supported by research by Mosalaei et al., (2014) that personality indicators have a significant positive effect on OCB.

H4: Personality has a positive and significant effect on OCB.

#### **The Influence of Organizational Commitment on OCB**

Organizational commitment implies employee loyalty to the organization, employees who are highly committed are willing to provide better manpower and responsibility to achieve organizational goals (Wartini & Harjiyanti, 2014). When employees have organizational commitment in carrying out their work, employees have a good OCB, because the employee's organizational commitment will increase OCB and affect productivity (Fitria et al., 2015).

Research by Obedgiu et al., (2017) states that the results of organizational commitment have a significant positive effect on OCB and organizational commitment is a significant predictor

of OCB. In line with Danendra and Mujiati (2016) that organizational commitment affects organizational citizenship employee behavior (OCB).

H5: Organizational commitment to positive and significant on OCB.

#### The Role of Organizational Commitment Mediation in the Relationship between Job Satisfaction and OCB

Research by Widyanto et al., (2013) states that organizational commitment can be an intermediary variable between job satisfaction and employee OCB. This is supported by research by Darmawati and Indartono (2015) that organizational commitment can mediate the effect of job satisfaction with employee OCB. Dewi and Suwandana (2014) research results are also the same, namely, organizational commitment can play a role as a mediator in the relationship between job satisfaction and OCB.

H6: Job satisfaction has a positive and significant effect on OCB through organizational commitment as a mediating variable.

#### The Role of Organizational Commitment Mediation in the Relationship between Personality and OCB

Ariani (2014) states that organizational commitment can be a variable that mediates the relationship between personality and OCB. Supported by Purba et al., (2015) which shows that affective commitment can mediate the relationship of personality to Organizational Citizenship Behavior (OCB) also largely confirming Organ and Ryan (1995) suggestion about the mediating role of attitudinal variable, there are found affective commitment mediate the relationship between emotional stability and OCB. Tutugo and Solichin (2020) found that Organizational commitment mediating role of personality on OCB.

H7: Personality has a positive and significant effect on OCB through organizational commitment as a mediating variable.

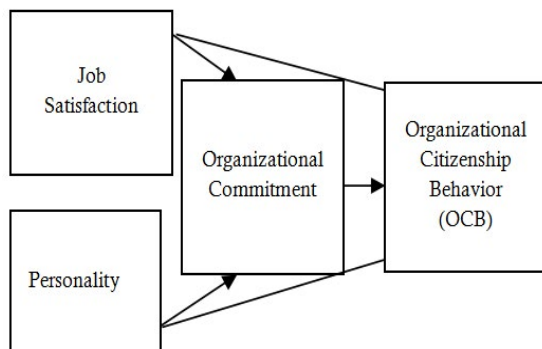


Figure 1. Research Model

## METHOD

The object of this research is employees of the production division of PT Timatex Salatiga, with a total population of 272 employees. The researcher used the Slovin formula which then obtained 100 samples to be used as respondents. This study uses four variables, namely, job satisfaction, personality, organizational commitment and organizational citizenship behavior (OCB).

The sampling technique used random sampling. While the data collection techniques used interviews, observations and questionnaires which were tested by validity and reliability tests. The data analysis method uses path analysis with the SPSS version 23 program.

## RESULTS AND DISCUSSION

### Validity Test

The results and testing of instruments from the research questionnaire were carried out by proposing validity and reliability. Validity testing is used to assess the accuracy of the validity of the instrument. The calculation of the validity test was carried out using the SPSS version 23 program. The validity test was carried out by comparing the correlation value (r-count) with the correlation number (r-table) Product Moment.

Based on the results of the validity test of the job satisfaction 24 items were declared valid and 6 items were invalid. Personality shows 14 valid items and 2 invalid statement items. The variable OCB shows 16 valid items and 8 invalid items. Meanwhile, the organizational commitment variable shows 17 valid items and 7 invalid items.

From the results of the instrument validity test, it can be explained that of the total statement instruments there are only 71 statements that can be used in this study. Invalid statement items are declared invalid and not used for further research, because each indicator in this study already has enough statement items to represent indicators.

### Reliability Test

Wahyudin (2015) stated that the reliability test was carried out to detect whether the questionnaire as a measuring tool for research variables had provided consistent measurement results from time to time. A variable is said to be reliable if it provides a Cronbach Alpha ( $\alpha$ ) value > 0.70 or equal to 0.70 (Ghozali, 2013).

**Table 2.** Reliability Test Results

Variable	Cronbach's Alpha value	Cronbach's Alpha Criteria	Information
Job Satisfaction	0.821	0.70	Reliable
Personality	0.853	0.70	Reliable
OCB	0.816	0.70	Reliable
Organizational Commitment	0.739	0.70	Reliable

**Classic Assumption Test**

The normality test carried out in this study showed that all existing data were normally distributed. The test results with probability plots describe the distribution of data, depicted by dots that form a pattern following a diagonal line. These results indicate that the data is normally distributed. To strengthen this assumption, a statistical analysis was also carried out using the Kolmogorov-Smirnov test. The test results show that the Kolmogorov-Smirnov value is 0.077 with an Asymp Sig value 0.145 > a probability value of 0.05, so the research data is normally distributed. If the Kolmogorov Smirnov value >  $\alpha = 0.05$ , the data is normally distributed (Ghozali, 2013).

Multicollinearity test was conducted to test whether the regression model found a correlation between the independent variables (Ghozali, 2011). In this study, the categorized job satisfaction variable has a tolerance value of 0.217, a personality of 0.263, and an organizational commitment of 0.261. A good model does not occur multicollinearity, the cutoff value that is commonly used is a tolerance value  $\geq 0.10$  (Ghozali, 2013). Meanwhile, the VIF value on the results of this multicollinearity calculation shows the results of the VIF value for all variables are less than 10 which indicates no multicollinearity. So it can be concluded that there is no multicollinearity between the independent variables in the regression model.

According to Ghozali (2011) the heteroscedasticity test aims to test whether in the regression model there is an unequal variance from the residuals of one observation to another. If the variance from one observation to another is constant, it is called homoscedasticity. A good regression model is homoscedasticity or heteroscedasticity does not occur.

roscedasticity does not occur.

The heteroscedasticity test in this study uses a scatter plot, it can be seen that there is no clear pattern, and the dots spread above and below the zero number of the OCB axis. Therefore it can be concluded that in this model heteroscedasticity does not occur.

**Descriptive Analysis of Respondents' Answers**

Descriptive statistical analysis is used to provide an empirical description or description of the data collected in the study (Ferdinand, 2014). This analysis was carried out using real scores and ideal scores.

**Table 3.** Descriptive Analysis Results

Variable	Percentage	Criteria
Job Satisfaction	92.41	High
Personality	92.31	High
OCB	92.25	High
Organizational Commitment	87.72	High

**T Statistic Test**

The t statistical test is used to show how far the influence of the independent variable is individually in explaining the dependent variable partially (Ghozali, 2013). If the value is sig. < 0.05, the hypothesis is accepted. If the value is sig. > 0.05, the hypothesis is rejected.

**Table 4.** Results of t-test statistics Dependent on Organizational Commitment Variables

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	10.629	4.214		2.522	0.013
Job Satisfaction	0.403	0.068	0.563	5.912	0.000
Personality	0.295	0.085	0.331	3.468	0.001

a. Dependent Variable: Organizational Commitment

**Table 5.** Statistical t-test results for Dependent OCB variables

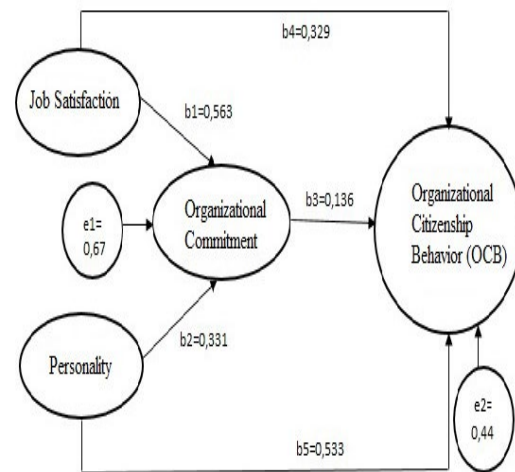
Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	0.306	3.025		0.101	0.920
Job Satisfaction	0.259	0.055	0.329	4.689	0.000
Personality	0.524	0.063	0.533	8.356	0.000
Organizational Commitment	0.149	0.071	0.136	2.114	0.037

a. Dependent Variable: Organizational Citizenship Behavior

Based on table 4, it is known that job satisfaction has a positive and significant effect on organizational commitment. Evidenced by the sig value of  $0.000 < 0.05$ . So that H1 is accepted. Based on table 4, it is known that personality has a positive and significant effect on organizational commitment. Evidenced by the sig value of  $0.001 < 0.05$ . So that H2 is accepted. Based on table 5, it is known that job satisfaction has a positive and significant effect on OCB. Evidenced by the sig value of  $0.000 < 0.05$ . So that H3 is accepted. Based on table 5, it is known that personality has a positive and significant effect on OCB. Evidenced by the sig value of  $0.000 < 0.05$ . So that H4 is accepted. Based on table 5, it is known that organizational commitment has a positive and significant effect on OCB. Evidenced by the sig value of  $0.037 < 0.05$ . So that H5 is accepted.

### Path Analysis

Path analysis is used to estimate the causal relationship between variables. The causality variables used in this study are job satisfaction and personality in OCB and how is the relationship between job satisfaction and personality in OCB which is mediated by organizational commitment. To be able to find out how the relationship or influence of the mediating variable, it is necessary to use the path coefficient method. The path coefficient is calculated by making two equations, namely regression equation 1 and regression equation 2 which shows the relationship between these hypotheses.

**Figure 2.** Path Analysis Result

### Regression Model 1

$$OC = b1JS + b2P + e1$$

$$OC = 0.563JS + 0.331P + e1$$

### Regression Model 2

$$OCB = b1JS + b2P + b3OC + e2$$

$$OCB = 0.329JS + 0.533P + 0.136OC + e2$$

### Informations:

JS : Job Satisfaction  
P : Personality  
OC : Organizational Commitment  
OCB : Organizational Citizenship behaviour

**Table 6.** Path Coefficient of Direct and Indirect Effect of Job Satisfaction and Personality on OCB through Organizational Commitment

No	Independent Variable	Effect	Organizational Commitment	Organizational Citizenship Behavior	Total
1.	Job Satisfaction	Direct		0.329	0.329
		Indirect	0.563	0.136	$0.563 \times 0.136 = 0.076568$
		<b>Total</b>			$0.329 + 0.076568 = \mathbf{0.405568}$
2	Personality	Direct		0.533	0.533
		Indirect	0.331	0.136	$0.331 \times 0.136 = 0.045016$
		<b>Total</b>			$0.533 + 0.045016 = \mathbf{0.578016}$

Based on the image of the path analysis results, it can be seen that the results of the direct and indirect influence of job satisfaction and personality variables on OCB through organizational commitment.

Based on table 6. It can be seen that organizational commitment is able to mediate the relationship between job satisfaction at OCB. It is proven by the total indirect effect ( $0.405568$ ) > the direct effect ( $0.329$ ), so that H6 is accepted. The results of the path analysis prove that the effect of job satisfaction on OCB will be higher by mediating organizational commitment. The results of this study are consistent with the results of research by Darmwati and Indartono (2015) which state that organizational commitment is able to mediate job satisfaction in employee OCB. In line with Sesen and Basim (2012) that organizational commitment is able to mediate the effect of job satisfaction on OCB.

These results prove that when employees of the production division of PT Timatex Salati-ga are satisfied with their work, they will increase their organizational commitment. When organizational commitment is high, employees will be able to produce high extra role behavior (OCB).

Apart from being able to mediate job satisfaction in OCB, organizational commitment can mediate the relationship between personalities in OCB. This is evidenced in table 6. Which states the total indirect effect ( $0.578016$ ) > the direct effect ( $0.533$ ), so that H7 is accepted. The results of the path analysis prove that the influence of personality on OCB will be higher with the mediation of organizational commitment. The results of this study are in line with Ariani's (2014) research that personality has a positive and significant effect on OCB through organizational

commitment as a mediating variable. This is also supported by the research of Purba et al., (2015) which states that organizational commitment mediates the relationship between personalities in OCB. The results of this study indicate that the personality possessed by employees can lead to organizational commitment in which committed employees will bring out OCB behavior.

## CONCLUSIONS AND RECOMMENDATIONS

The conclusion of this study is that job satisfaction has a significant positive effect on organizational commitment and job satisfaction has a significant positive effect on OCB. This study also shows that personality has a significant positive effect on organizational commitment and personality has a significant positive effect on OCB. This shows that employees who are satisfied with their work and have a good personality will increase their organizational commitment. Employees who have a high organizational commitment to the company will be more enthusiastic and highly dedicated to their work so that it raises an extra role or is called organizational citizenship behavior (OCB). Based on the results of research, company management needs to reinforce rules and give verbal sanctions to gradual warning letters to employees who are often late, also applies to employees who leave work before the due time.

The limitation in this study is that the research respondents were only conducted on production employees. Further research is expected to be able to use respondents who have relatively high positions in jobs such as supervisors or managers, so that the results can be compared between office employees and product departments

or do similar research using better measuring instruments, more concise statement items or using variable variables. Newer or less researched.

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