



Factors Affecting Organizational Citizenship Behavior.

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Abstract

This study aims to determine the effect of job satisfaction and perceived organizational support on OCB through organizational commitment as a mediating variable on employees of Perumda Air Minum Tirta Mulia Kabupaten Pemalang. The type of research used is quantitative research, with a sample of 97 respondents. Sampling technique using saturated sample. The research analysis method used is instrument test (validity and reliability), descriptive analysis test, regression test and path analysis test using SPSS version 23 program. Data collection methods use interview, observation and questionnaire technique. The result showed that job satisfaction and perceived organizational support have a positive and significant effect on organizational commitment. Job satisfaction and organizational commitment have a positive and significant effect on OCB, but perceived organizational support have a positive and insignificant effect on OCB. Organizational commitment is positive and significant able to be a mediating variable on the relationship between job satisfaction and perceived organizational support on OCB. Suggestions from this research are that the company should be able to improve its employee skills training program, provide opportunities for employees to improve their careers, provide rewards for employee achievements and increase gathering programs with team work in the event.

INTRODUCTION

The development of the world economy that is progressing has an impact on opening up broad economic opportunities in competitive markets and increasing company competition. Corporate competition requires companies to continue to compete competitively in the global economic market, in the business world competition is a dynamic thing to achieve company growth and survival (Oussama & Johari, 2016). With competition, companies need a strategy to find out how and retain their employees. Because human resources are considered as one of the factors that determine the success of a company in achieving its goals (Fitriani & Palupiningdyah, 2017). Robbins & Judge (2008) when an

organization can create low levels of employee absenteeism, low employee turnover, low deviant behavior in the workplace, can create job satisfaction and employee who have extra role behavior then the organization can be said to have created company effectiveness. An effective company can be achieved with employee behavior that allows them to stay with the company, do work outside their responsibilities and have proactive employee behavior (Chiang & Hsieh, 2012). Employee who do work outside their responsibilities are called organizational citizenship behavior (OCB).

Paul et al., (2016) OCB is an extra individual role behavior that can bring company benefits, is doing work outside of its responsibilities and is not directly recognized by the reward system. Companies are satisfied when they have

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employees with the skills and qualities needed by the company and it is expected that employees can demonstrate OCB behavior (Ortiz et al., 2015). So that employees as human resources of the company can make a positive contribution by performing behaviors outside their responsibilities, in addition to employees continuing to carry out their main work. In a company, when more and more employees exhibit OCB behaviors such as helping co-workers, guiding new employees, showing punctual attendance and trying to protect company assets, it will result in efficiency, high productivity, high customer satisfaction and better financial performance than employee. with lower levels of OCB across the workforce (Organ et al., 2017).

Dai et al., (2013) identified OCB as one of the factors that can provide benefits for the company. So it can be said that employee OCB behavior is a behavior that needs to be considered and developed by the company in order to achieve company goals. Factors that need to be considered by companies in influencing employee OCB include employee personality, organizational commitment, level of job satisfaction, task characteristics and company support characteristics (Podsakoff et al., 2000). Obedgiu et al., (2017) a significant predictor of employees in influencing OCB behavior is organizational commitment. Employees who have organizational commitment are employees who are involved in supporting the company and can increase company values (Zeinabadi, 2010). Companies should recruit and retain employees who have organizational commitment, because high organizational commitment with perceptions of fairness and high employee job satisfaction can create OCB behavior (Ortiz et al., 2015). Job satisfaction is an important predictor for the formation of employee organizational commitment (Cherif, 2020). The more employees feel satisfied with their work, the higher the organizational commitment to the company, which in turn will result in positive employee behavior such as OCB.

Paille et al., (2015) satisfied employees tend not to leave the company and are more willing to do work outside their responsibilities. In a company, job satisfaction needs to be owned by every employee, because timeliness in completing work is influenced by job satisfaction itself (Novira & Martono, 2015). When employees are satisfied, employees will tend to talk about positive things about the company, help colleagues and produce performance that exceeds the company's normal estimates (Vania & Purba, 2014). Employee job satisfaction should be something that the

company needs to pay attention to, because job satisfaction can shape the positive behavior of employees in completing their work.

Nisar et al., (2014) organizational support provided by the company can affect positive employee behavior such as OCB, job satisfaction and company performance. Organizational support that can be associated with perceived organizational support is one of the factors that can create and increase the OCB level of employees in the company (Chiang & Hsieh, 2012); Gupta & Agarwal, 2016; Han et al., 2018). Employees tend to develop positive OCB traits when their company provides organizational support such as employee development, recognition of employee contributions and company care for the health of its employees (Azim & Dora, 2016). Organizational support given to employees will improve employee relations with their superiors (Sidra et al., 2016). Rhoades & Eisenberger (2002) organizational support results in an obligation to pay attention to the welfare of the company, can help achieve company goals and have beneficial outcomes for employees such as job satisfaction and for companies such as increased employee commitment and company performance.

The object of this research is the employee of Perumda Air Minum Tirta Mulia, Kabupaten Pemalang who is engaged in raw water management and clean water distribution. Based on the results of a preliminary study on 30 respondents, there are still employees who show low levels of OCB, especially on the OCB altruism dimension, namely there are still employees who are reluctant to help co-workers voluntarily without coercion from the organization and on the OCB civic virtue dimension, namely there are still employees who are reluctant to show participation and attention to the organization in which he works. The company has provided various organizational support efforts such as providing fair compensation, providing health insurance, training tailored to employee skills and supervision. By looking at aspects of job satisfaction, perceived organizational support and organizational commitment that can improve employee OCB behavior, the aim of this study is to examine the effect of job satisfaction and perceived organizational support on OCB through organizational commitment.

Cherif (2020) organizational commitment is related to the success, survival and competitiveness of organizations. To create organizational commitment, it is necessary to have employee job satisfaction at work because job satisfaction is an important prerequisite for creating employee organizational commitment. The success, survival

and competitiveness of a company depend on the commitment of its members so that the company supports the development of its employees (Aydogdu & Asikil, 2011).

Research by Irshad & Naz (2011) found that job satisfaction has a positive and significant influence on the level of employee organizational commitment, employees who have a high level of job satisfaction lead to high organizational commitment. Ismail & Razak (2016) found that job satisfaction has a positive influence and significant impact on organizational commitment, so that it can be emphasized that employee job satisfaction is an important determinant of organizational commitment. In line with research by Apridar & Adamy (2018) that job satisfaction has a positive and significant influence on organizational commitment, when employee job satisfaction is high it can create employee organizational commitment that is high. high too. Thus, the proposed hypothesis is as follows:

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

Perceived organizational support felt by employees refer to the extent to which employees trust their organization that they can respect their opinions and welfare, employee behavior and attitudes in their organization are also influenced by perceptions of organizational support (Jamil et al., 2019). Organizational support will produce favorable work results for employees in the form of job satisfaction and for the company in the form of increasing employee organizational commitment and company performance (Rhoades & Eisenberger, 2002).

Nayir's research (2012) found that employee perceived support is one of the important predictors of organizational commitment. In line with the research of Pattnaik et al., (2020) also found that organizational support provided to employees produces useful work outcomes such as organizational commitment. Perceived organizational support was found to be positively and significantly related to organizational commitment (Donald et al., 2016). Thus, the proposed hypothesis is as follows:

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

Rahman et al., (2017) job satisfaction is defined as an individual's feeling related to the work he does. Job satisfaction is one of the main factors that can affect employees' OCB levels (Sesen, 2012). Job satisfaction as an integral part of a

company environment can affect employee OCB behavior, increase job satisfaction and create an increase in OCB levels (Talachi et al., 2014). Ilie (2014) employees who feel satisfied with their work will tend to adopt OCB behavior in their company.

Research Islam et al., (2013) found that there is a positive and significant influence between job satisfaction on the OCB level of employees in the company. Jung & Yoon's research (2015) also found job satisfaction is positively and significantly related to OCB, when the level of employee job satisfaction is high, the level of employee OCB also increases. The high and low levels of OCB are influenced by the level of job satisfaction felt by employees. Employee job satisfaction has a positive and significant influence on OCB (Hurst et al., 2016). Thus, the proposed hypothesis is as follows:

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

Claudia (2018) in organizational support theory describes the emotional attachment of employees to the organization where they work, when employees feel supported by their organization, employees will feel responsible for reciprocating. When the organization provides the needed support, employees will repay the organization through OCB commitment and behavior (Demir, 2015). Perceived organizational support for employees were found to have a positive and significant correlation on OCB and perceptions of organizational support were found to have the highest correlation on OCB (Osman et al., 2015).

Research by Noruzy et al., (2011) found a positive and significant influence between perceptions of organizational support on OCB. Organizations that provide support to employees are considered proud organizations to have employees, provide fair compensation and look after the needs of employees, employees will invest their time and energy to produce higher performance and surpass the organization. Furthermore, it was found that the perception of organizational support had a positive and significant effect on OCB (Jain et al., 2013). Supported by research by Aswin & Rahyuda (2017) that the perception of organizational support has a positive and significant effect on OCB. Perceptions of organizational support are positively and significantly related to OCB (Han et al., 2018). Thus, the proposed hypothesis is as follows:

H4: Perceived organizational support has a positive and significant effect on OCB.

Jo & Joo (2011) organizational commitment is considered as a process of observing employees to think about the employee's relationship with their company, employees view organizational commitment as a behavioral process in which employees will be bound by their company. There is strong theoretical support for the impact of organizational commitment on role behavior and OCB performance in a company (Huang & You, 2011). Organizational commitment to employees is a positive and significant predictor of the formation of employee OCB (Tharikh et al., 2016).

Salehi & Gholtash's research (2011) found a positive and significant influence between organizational commitment on OCB, the more members of a company who have organizational commitment, the more expected the company's OCB behavior to form employees. Supported by research by Chang et al., (2013) found that organizational commitment has a positive and significant effect on OCB, meaning that employees at higher levels of organizational commitment tend to increase OCB behavior. Research by Musringudin et al., (2017) found that there is a positive and significant influence between organizational commitment and OCB of employees in a company. Thus, the proposed hypothesis is as follows:

H5: Organizational commitment has a positive and significant effect on OCB.

Job satisfaction is an employee's effort in doing his job, employees who are satisfied with their work will tend to have maximum behavior to do extra behavior in their work (Indarti et al., 2017). Organizational commitment is seen as employee attachment to the organization, employees who have organizational commitment lead to certain work-related behaviors such as punctual attendance, job satisfaction, low turnover intensity, OCB behavior and further work performance organizational commitment can increase profitable organizational outcomes (Eslami & Gharkhani, 2012).

Job satisfaction can increase OCB through the role of organizational commitment. The role of organizational commitment is as an intermediary to link the effect of job satisfaction and perceived organizational support on OCB. Dewi & Suwandana's research (2016) shows that organizational commitment can mediate the relationship between job satisfaction on OCB. Supported by research by Prasetyo et al., (2017) found that through organizational commitment job satisfaction has a positive and significant effect on OCB, the results show that through organizational commitment added to the research model

between job satisfaction and OCB, the effect of job satisfaction on OCB increases. Organizational commitment positively and significantly can be a mediating variable between the effect of job satisfaction on OCB (Fitrio et al., 2019). Thus, the proposed hypothesis is as follows:

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

Perceptions of organizational support encourage better work outcomes (Darolia et al., 2010). In addition to the perception of organizational support that can increase OCB, organizational commitment is one of the factors that can determine the level of employee OCB (Prasasti & Yuniawan, 2017).

Research by Ardi & Sudarma (2015) shows organizational commitment has a mediating role on the relationship between perceptions of organizational support on OCB. This shows that the perceived organizational support perceived by employees will affect the level of OCB through organizational commitment. Supported by research by Saputra & Supartha (2019), it shows that organizational commitment positively and significantly can be a mediating variable between perceptions of organizational support and OCB. Thus, the proposed hypothesis is as follows:

H7: Perceived organizational support has a positive and significant effect on OCB through organizational commitment.

METHOD

The object of this research is the employees of Perumda Air Minum Tirta Mulia Kabupaten Pemalang, with a total sample of 97 employees. The sampling technique was carried out using a non-probability sampling technique with a saturated sampling technique. The method used in the data collection process is a questionnaire method which is analyzed using regression analysis and path analysis using SPSS version 23 software.

RESULT AND DISCUSSION

The validity test is carried out to measure the validity or validity of a questionnaire in research, a questionnaire can be said to be valid when the statement on the questionnaire can reveal something that will be measured by the questionnaire (Ghozali, 2016). The validity test is carried out by comparing the calculated *r* value with *r* table, if the calculated *r* value > *r* table then the questionnaire statement item is said to be valid (Ghozali, 2016).

Based on the results of the validity test on the job satisfaction variable as many as 15 statement items were declared valid, the perceived organizational support variable as many as 8 statement items were declared valid, the organizational commitment variable as many as 21 statement items were declared valid and the OCB variable as many as 13 statement items were declared valid. From the results of testing the validity of the research instrument, it can be concluded that a total of 57 statement items are said to be valid and can be used in research.

The reliability test is a test carried out to detect whether the questionnaire used as a measuring instrument for research variables can provide consistent measurement results from time to time (Wahyudin, 2015). The reliability test was carried out by looking at the Cronbach Alpha value, if the Cronbach Alpha value > 0.70 then the questionnaire was declared reliable (Ghozali, 2016).

Table 1. Reliability Test

Variable	Cronbach Alpha	Cronbach Alpha Criteria	Information
Job Satisfaction	0.939	0.70	Reliable
Perceived Organizational Support	0.937	0.70	Reliable
Organizational Commitment	0.970	0.70	Reliable
OCB	0.911	0.70	Reliable

Based on Table 1. the results of the reliability test can be concluded on the variables of job satisfaction, perceived organizational support, organizational commitment and OCB showing the Cronbach Alpha value > 0.70 so it can be said that the research questionnaire is reliable and can be used in research. Descriptive analysis is used to analyze research data by describing research data that has been collected without making conclusions that are generally accepted or can be generalized (Sugiyono, 2015).

Table 2. Descriptive Analysis Result

Variable	Percentage	Criteria
Job Satisfaction	70%	High
Perceived Organizational Support	83%	High
Organizational Commitment	59%	Not High Enough
OCB	39%	Not High

The t significance test shows how much influence the independent variables individually can explain the variation of the dependent variable, if the significance value is < 0.05 then it can be concluded that the independent variable statis-

tically affects the dependent variable so that the research hypothesis is accepted and vice versa if the significance value is > 0.05 then it can be concluded that the research hypothesis was rejected (Ghozali, 2016).

Table 3. Result of T-statistic Job Satisfaction and Perceived Organizational Support on Organizational Commitment

Coefficients					
Unstandardized Coefficients		Standardized Coefficients			
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	.146	6.784	.334	.022	.983
Job Satisfaction	.524	.123	.515	4.274	.000
Perceived Organizational Support	1.030	.156	.515	6.598	.000

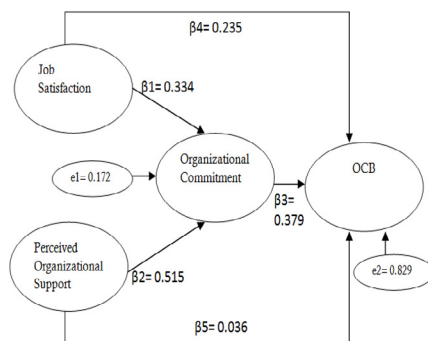
Table 4. Result of T-statistic Job Satisfaction, Perceived Organizational Support and Organizational Commitment on OCB

Coefficients					
Unstandardized Coefficients		Standardized Coefficients			
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	5.194	3.499		1.484	.141
Job Satisfaction	.163	.069	.235	2.351	.021
Perceived Organizational Support	.031	.097	.036	.322	.748
Perceived Organizational Support	.167	.053	.379	3.141	.002

Based on table 3 and table 4, the following results are obtained: Based on table 3, it is known that job satisfaction has a sig value. of 0.000 < 0.05, it can be concluded that job satisfaction has a positive and significant effect on organizational commitment. These results illustrate that the perceived job satisfaction of employees will affect organizational commitment, the higher the employee's job satisfaction, the employee's organizational commitment will also increase, so H1 is accepted.; Based on table 3, it is known that the perceived organizational support has a sig value. of 0.000 < 0.05, it can be concluded that the perceived organizational support has a positive and significant effect on organizational commitment. These results illustrate that the perception of employee organizational support will affect organizational commitment, the higher the perception of employee organizational support, the employee's organizational commitment also increases, so H2 is accepted.; Based on table 4, it is known that job satisfaction has a sig value. of 0.021 < 0.05, it can be concluded that job satisfaction has a positive and significant effect on OCB. The higher the employee job satisfaction,

the employee's OCB behavior also increases, so H3 is accepted.; Based on table 4, it is known that the perceived organizational support has a sig value. of $0.748 > 0.05$, it can be concluded that the perceived organizational support has a positive but not significant effect on OCB. These results illustrate that the perceived organizational support is not able to influence the level of employee OCB behavior, so H4 is partially accepted.; Based on table 4, it is known that organizational commitment has a sig value. of $0.002 < 0.05$, it can be concluded that organizational commitment has a positive and significant effect on OCB. These results illustrate that organizational commitment has a positive and significant effect on OCB, the higher the employee's organizational commitment, the employee's OCB behavior also increases, so H5 is accepted.

Picture 2. Result Path Analysis



Regression model

$$KO = \beta_1 JS + \beta_2 POS + e_1$$

$$KO = 0.33JS + 0.51POS + 0.172$$

2. Regression model

$$OCB = \beta_1 JS + \beta_2 POS + e_2$$

$$OCB = 0.233JS + 0.036POS + 0.829$$

Information:

JS= Job Satisfaction

POS= Perceived Organizational Support

OC= Organizational Commitment

OCB= Organizational Commitment Behavior

Table 5. Path Coefficient of Direct and Indirect Effect of Job Satisfaction and Perceived Organizational Support on OCB Through Organizational Commitment

No	Independent Variable	Effect	Organizational Commitment	OCB	Total
1	Job Satisfaction	Direct		0.235	0.235
		Indirect	0.334	0.379	0.127
		Total			0.362
2	POS	Direct		0.036	0.365
		Indirect	0.515	0.379	0.195
		Total			0.231

Based on table 5, it can be seen that the direct effect of job satisfaction on OCB is 0.235 while the total value of the effect is 0.362, so it can be concluded that the total effect is $>$ direct effect, which means that organizational commitment is able to mediate the relationship between job satisfaction on OCB so that H6 is accepted. This means that the effect of job satisfaction on employees of Perumda Air Minum Tirta Mulia Kabupaten Pematang Jaya will be higher if it is balanced with an increase in employee organizational commitment. This study is in line with Fitrio et al., (2019) who found that employee organizational commitment can positively and significantly mediate the relationship between employee job satisfaction and OCB behavior. The direct effect of perceived organizational support on OCB is 0.036 while the total value of the effect is 0.231, so it can be concluded that the total effect is $>$ direct effect, which means that organizational commitment has a mediating effect on the relationship between perceptions of organizational support on OCB so that H7 is accepted. That is, the effect of perceived organizational support on employees of Perumda Air Minum Tirta Mulia Kabupaten Pematang Jaya on OCB behavior will be higher if it is balanced with an increase in organizational commitment. This research is in line with Wulandari & Andriani (2019) that positively and significantly organizational commitment is able to become a mediating variable between the relationship between perceived organizational support and employee OCB behavior.

CONCLUSION AND RECOMMENDATION

The conclusion of this study is that job satisfaction and perceived organizational support have a positive and significant effect on organizational commitment. It was found that job satisfaction has a positive and significant effect on OCB behavior, meaning that the higher the employee's job satisfaction, the higher the employee's OCB behavior. While the perception of organizational support was found to have a positive but not significant effect on OCB behavior, meaning that the perception of organizational support for employees was not able to influence employee OCB behavior. This study also found that organizational commitment was able to positively and significantly mediate the relationship between job satisfaction and OCB and organizational commitment was able to mediate the relationship between perceived organizational support and OCB. Based on the research results, the company should be able to develop maximally policies that

can encourage employees to achieve company goals such as providing appropriate skills training

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