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DETERMINANTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract:

This study aims to examine the effect of Organizational Commitment and Work Satisfaction on Organizational Citizenship Behavior. This study uses explanatory quantitative research on 20 manufacturing company in West Java with 70 respondents processed using the SEM-PLS approach. The results of the study indicate that Organizational Commitment directly influences Organizational Citizenship Behavior manufacturing company in West Java and Work Satisfaction directly influence Organizational Citizenship Behavior manufacturing company in West Java.

Keywords: Organizational Commitment, Work Satisfaction and Organizational Citizenship Behavior

Introduction

Every company is required to have quality assets, one of the most valuable assets quality, namely human resources. The more a company develops, the more resources Human resources are needed to realize the success of the company's goals. Dynamics in these organizations have evolved from working individually to working individually team (work team). In this case one of the important factors that affect the effectiveness of the organization is human resources, which is often referred to as Human Capital. This makes organizations are required to be able to acquire and retain employees who not only reliable and have high competence, but also have the characteristics a good personality and no less important are those who have loyalty and high work commitment. However, for the continuity of the transformation of HR functions, HR professionals must develop and demonstrate new competencies to fulfill roles and responsibilities they answered. Companies that have good human resources are capital for company to compete with other companies. Factors that affect OCB are job satisfaction and organizational commitment, leadership, role perception, fairness perception, individual disposition, motivation and age. According to Organizational Citizen Chip Behavior (OCB) theory, arise from various factors within the organization, including because of job satisfaction from employees employees and high organizational commitment (Robbin and Judge, 2008:113). Arif . Research Hidayat and Ratna Kusumawati (2014), examined the effect of organizational commitment, job satisfaction on Organizational Citizenship Behavior (OCB) at PT. Argamukti Pratama Semarang. Merry Ristiana M (2013) research, examines the effect of organizational commitment and job satisfaction on Organizational Citizenship Behavior (OCB) And Hospital Employee Performance Bhayangkara Trijata Denpasar. The relationship between organizational commitment and job satisfaction on Organizational Citizenship Behavior (OCB). Therefore, this study seeks to focuses on organizational commitment and job satisfaction.

Literature review

Organizational Commitment

According to Stevens et al. (2004:38) "the concept of organizational commitment can be divided into two categories, namely the exchange approach and the psychological approach."

The process approach argues that organizational commitment is the result of transactions between the organization and its members or in this case its employees. The main emphasis of this transactional approach is the advantages and disadvantages that employees receive as a result of the transaction.

Organizational commitment is an attitude shown by individuals with knowledge, involvement and loyalty to the organization. And, there is a desire to remain in the organization and do not choose anything to leave the organization with reasons. Organizational commitment is an attitude shown by individuals with knowledge, involvement and loyalty to the organization. And, there is a desire to remain in the organization and do not choose anything to leave the organization with reasons.

Three separate dimensions of organizational commitment expressed by Robbins, (2008:43) are:

a. Affective commitment is an emotional feeling for the organization and belief in its values. For example, a Pecto employee may have an active commitment to his company because of his involvement with animals.

b. Continuance commitment is the perceived economic value of staying in an organization when compared to leaving the organization. An employee may commit to an employer because he is highly paid and feels that leaving the company will destroy his family.

c. Normative commitment is the obligation to stay in the organization for moral or ethical reasons. For example, an employee who spearheads a new initiative might stay with an employer because he feels “leaving someone in a difficult situation when he leaves”.

Work Satisfaction

According to Luthans (2010: 22) suggests that job satisfaction is an expression of employee satisfaction about how their work can provide benefits to the organization, which means that what is obtained at work has fulfilled what is considered important.

Basically job satisfaction is an individual thing, each individual has a different level of job satisfaction according to the value system that applies to him, this is caused by differences in himself and each individual. A satisfied person prefers his job situation than a dissatisfied employee. Robbins (2006: 63), says that job satisfaction is a general attitude towards a person's work, which shows the difference between the number of awards received by workers and the amount they believe they should receive..

Organizational Citizenship Behavior

According to Somech and Zahavy (in Puput, 2004:64) Organizational Citizenship Behavior is employee behavior that is not visible, both to colleagues and to the company, where this behavior exceeds the standard behavior set by the company and provides benefits for the company.

Stemper & Dyne (in Puput, 2004:55) define this concept as employee behavior that is not visible, indirectly and not explicitly known by the reward system which in the end will collectively encourage the effectiveness of functions within the company.

The focus on this concept is to identify employee behavior which is often measured using traditional employee performance measurement tools. There are several elements in this concept, namely (Stemper & Dyne, 2004):

a. Organizational citizenship behavior is a type of employee behavior where employees show behavior that exceeds the company's demands

b. Organizational citizenship behavior is an invisible behavior.

c. This employee behavior is not immediately rewarded or easily recognized by the formal corporate structure.

d. Organizational citizenship behavior is an important behavior for increasing company effectiveness.

Theoretical Framework

Puspitarini's research (2012) shows that organizational commitment, job satisfaction and organizational culture have a positive and significant effect on organizational citizenship behavior (OCB). Then Oemar (2015) stated in his research that organizational culture, work ability and organizational commitment have a significant effect on organizational citizenship behavior (OCB). Furthermore, Nasichudin and Azzuri (2003) explain their research that organizational commitment has a significant effect on organizational citizenship behavior. The same thing was expressed by Hidayat and Kusumawati (2014) that their research shows organizational commitment and job satisfaction simultaneously have a significant effect on organizational citizenship behavior (OCB). Likewise, Wibowo, (2012) showed his research that organizational commitment, job satisfaction and organizational culture have a significant effect on organizational citizenship behavior. In addition, Ristiana (2013) and Tribodoastuti and Rulijaji (2015) explain their research that organizational commitment and job satisfaction have a positive effect on OCB.

Research Methodology

This study uses a quantitative method with an explanatory approach. The population in this study is the employees of manufacturing company in West Java. The number of samples is 70 respondents from 20 manufacturing company in West Java, where the sample is obtained based on the rule of thumb from the statistical analysis used. The data collection technique in this study was a questionnaire using a Likert scale. Data were analyzed using Structural Equation Modeling (SEM) with Partial Least Square (PLS) approach. The hypotheses in this study are:

Table 1. Research Hypotesis

No.	Direct Hypothesis
H1	Organizational Commitment has a direct influence on Organizational Citizenship Behavior
H2	Work Satisfaction has a direct influence on Organizational Citizenship Behavior

Result and Discussion

Validity and Reliability

Table 2. Outer Model Evaluation

Variables	Sub-Variables	Cross Loading	Composite Reliability (CR)	Average Variance Extracted (AVE)	Critical Value
Organizational Commitment	Affective Commitment	0.667	0.823	0.954	1.0000
	Continuance Commitment	0.683	0.833	0.963	1.0000
	Normative Commitment	0.655	0.890	0.931	1.0000
Work Satisfaction	Satisfaction with salary	0.682	0.843	0.954	1.0000
	Satisfaction with team	0.670	0.831	0.913	1.0000

	Satisfaction with promotion	0.645	0.866	0.967	1.0000
	Satisfaction with the work itself	0.645	0.876	0.968	1.0000
	Satisfaction with superior's attitude	0.645	0.812	0.969	1.0000
Organizational Citizenship Behavior	Altruism	0.697	0.885	0.921	1.0000
	Sportmanship	0.642	0.828	0.942	1.0000
	Courtesy	0.696	0.830	0.944	1.0000
	Civic Virtue	0.678	0.834	0.989	1.0000
	Conscientiousness	0.665	0.867	0.914	1.0000

From table 2 above, it can be seen that the data that has been processed using the Wrap-PLS application indicates convergent validity in the study, showing that each variable has a loading factor value above 0.5 which means that the questionnaire instrument used in this study is valid and represents the condition of the organizational commitment, work satisfaction and organizational citizenship behavior. Then, from the table above, it can be seen that the AVE value is greater than 0.5, which means that this research questionnaire has met discriminant validity. In addition, the variables from the table above have met the composite reliability, where the value is more than 0.70, which means that the research is feasible to continue in the hypothesis testing process.

Hypotheses Testing

Table 3. Direct Impact

Hypothesis	Impact	Path Coefficients	t-test	Result
H1	Organizational Commitment ->> Organizational Citizenship Behavior	0.675	8.332	Significant
H2	Work Satisfaction ->> Work Motivation	0.691	8.557	Significant

Referring to table 3 above, it can be seen that the t-test value in hypothesis 1 is greater than t-table 1.99, which means that there is a significant influence between Organizational Commitment on Organizational Citizenship Behavior. Then, the results of the t-test on hypothesis 2 are also greater than t-table 1.99, which means that there is a significant effect between Work Satisfaction and Organizational Citizenship Behavior.

Discussion

H1: The Effect of Organizational Commitment on Organizational Citizenship Behavior

Organizational Commitment has a direct influence on organizational citizenship behavior, which means that employees who have high commitment are always willing to be involved in all organizational activities. This study supports the results of research by Puspitarini (2012); Oemar (2015); Nasichudin and Azzuri (2003); Hidayat and Kusumawati (2014); Wibowo (2012); Ristiana (2013), and Triabodoastuti and Rulijaji (2015) that there is a significant influence between organizational commitment and organizational citizenship behavior.

H2: The Effect of Work Satisfaction on Organizational Citizenship Behavior

From the results of the calculation and hypothesis testing above, it can be seen that work satisfaction has a direct effect on organizational citizenship behavior in this study, which means that employees who feel satisfy at work well can be OCB in the organization. This study supports the results of research by by Puspitarini (2012); Oemar (2015); Nasichudin and Azzuri (2003); Hidayat and Kusumawati (2014); Wibowo (2012); Ristiana (2013), and Triabodoastuti and Rulijaji (2015) explained that employee Work Satisfaction can increase organizational citizenship behavior.

36 Conclusions

The results showed that the rise and fall of organizational citizenship behavior of employees in the organization was influenced by organizational commitment and work satisfaction. Based on result study, it can be seen that organizational has a partial effect on organizational citizenship behavior, which means that the more often employees have commitment to organization, the higher their involvement in the organization. Then, work satisfaction has an effect on organizational citizenship behavior, which means that the more satisfy, the higher the employee's organizational citizenship behavior.

Suggestions and Recommendations

The limitation of this study is that the research only focuses on organizational commitment and work satisfaction as a factor that affects organizational citizenship behavior. In fact, the factors that affect organizational citizenship behavior are not only organizational commitment and work satisfaction, but there is work justice, talent management, leadership style, and so on.

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