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ORGANIZATIONAL CITIZENSHIP BEHAVIOR FACTORS FOR MSS GROUP EMPLOYEES IN JAKARTA

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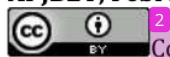
ABSTRACT

This study aims to analyze the factors that influence the Organizational Citizenship Behavior (OCB) of Multi Sejuk Sejahtera (MSS) Group employees in Jakarta, with a focus on the variables: Job Satisfaction, Organizational Commitment, and Organizational Climate.

The results of this study are expected to provide information and solutions for academics and practitioners in an effort to establish and develop OCB for individual employees in a company. The research method in this study is descriptive and verification, using primary data collected through questionnaires. The population in this study were all employees of the MSS Group in Jakarta. A sample of 107 people was determined based on the Slovin method and was taken at random (simple random sampling). Data processing using SPSS version 24 application. This study succeeded in proving the significant effect of the variables: Job Satisfaction, Organizational Commitment and Organizational Climate on the OCB variable of MSS Group Employees in Jakarta, either partially or simultaneously with an R Square value of 70% and F count 81,364 > F table 2.69 . Partially, the most dominant variable influencing employee OCB is Organizational Commitment. The focus of this research is limited to the variables: Job Satisfaction, Organizational Commitment, and Organizational Climate which are strongly suspected as important factors influencing the formation of OCB employees with the scope of MSS Group companies in Jakarta.

The uniqueness of this research lies in the subject, object and results of the study, where it was found that the most dominant factor influencing the formation of OCB employees of MSS Group Jakarta is Organizational Commitment.

Keywords: OCB, Job Satisfaction, Organizational Commitment, Organizational Climate.



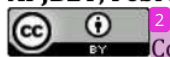
1. Introduction

Every organization or company expects good, caring and proactive behavior from its employees in carrying out the duties and responsibilities given by the company in order to realize the goals and objectives of the organization effectively and efficiently. The employee's good, caring and proactive behavior is not only limited to doing the main job (according to the job), but also includes other jobs outside the main job (extra role). Employee awareness and willingness to do additional work outside of the main job is called **Organizational Citizenship Behavior** or **abbreviated as OCB**. This behavior involves a variety of behavioral activities, including helping other employees and volunteering to take on additional assignments.

According to Budihardjo (2014: 160), OCB is not included in the job description of employees, but is highly expected because it supports increasing the effectiveness, survival and competitiveness of the company, especially in the midst of an increasingly competitive climate that has recently increased. Organ (2006) defines OCB as an individual's independent behavior, which is indirectly recognized by the formal reward system, and overall contributes to achieving organizational goals. Organ (2006) further said that individual employees who practice OCB behavior are known as "good soldiers". There are five dimensions of OCB according to Organ, namely: **Altruism** (helpful behavior), **Conscientiousness** (seriousness in work), **Sportmanship** (high tolerance behavior), **Courtesy** (behaving politely), and **Civic Virtue** (always prioritizing common interests).

PT. Mitra Sejuk Sejahtera Group, (MSS Group) Jakarta, is a company engaged in the HVAC (Heating, Ventilation, and Air-Conditioning) specialist business that serves the Indonesian people, especially in Jakarta, from dismantling and installing air conditioners, unit installations, plumbing, ducting, as well as repair, replacement of spare parts, and routine service, (maintenance). MSS Group consists of 3 (three) companies, namely: PT. Mitra Sejuk Selaras which is engaged in sales project and HVAC rental, PT. Mitra Sahabat Selaras (Icool) which is engaged in HVAC repair and maintenance, and finally PT. Sentosa Supply Partners engaged in the procurement of HVAC materials.

In realizing the vision and mission of the management of MSS Group, Jakarta realizes the importance of having human resources who have good behavior, care and proactiveness, which are valuable assets to support the success of the organization in achieving its goals and objectives. No matter how good the technology and infrastructure owned, if it is not supported by competent and dedicated human resources, it is impossible to realize the goals and objectives of the organization effectively and efficiently and competitively. When individual employees only think about their work, do not care and do not understand what is needed and beneficial for the organization as a whole, then the organization will not be able to compete and become a winner (excellent) in competence, both at local and global levels.



Based on the initial survey conducted on 10 employees, the data obtained on the level of realization of employee OCB are as follows:

Tabel 1.1 Level of realization of MSS Group Employee OCB, Jakarta.

No.	Indicators	Score				Percentage
		Min	Max	Real	Standard	
1.	Helping coworkers	80	400	216	120	54%
2.	Avoiding disputes	80	400	184	120	46%
3.	Sharing with coworkers	80	400	232	120	58%
4.	Completing assignments on time	80	400	240	120	60%
5.	Not spending time off	80	400	288	120	72%
6.	Keep up with changes	80	400	168	120	42%
7.	Not much to complane	80	400	248	120	62%
8.	Avoid mistakes	80	400	256	120	64%

Source: Initial Survey (2020), n=10; scale 1-5, Zikmund (2013)

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Based on the results of the initial survey above, it can be seen that the OCB level of employees is still not fully realized, with the average percentage value only reaching 57.25%. There are two indicators, namely avoiding disputes and following changes in value, the percentage is still low, which only reached 46% and 42%.

There are many factors that influence the realization of employee OCB, including, according to Organ, Podsakoff and MacKenzie in Wibowo, et al (2019): organizational culture and organizational climate, personality and mood (mood), perceived organizational support, quality of superior and subordinate interaction, years of service, and gender.

This study aims to analyze the factors that influence the formation of OCB employees at the company PT. Multi Sejuk Sejahtera (MSS) Group, Jakarta, with a focus on the variables: job satisfaction, organizational commitment, and organizational climate. **Theoretically**, the results of this study are expected to be useful to complement scientific study materials and input for further relevant research, especially on other variables related to employee OCB. **Practically**, the results of this study are expected to be able to provide benefits for the company, to be taken into consideration regarding efforts to increase good, caring and proactive employee behavior (*Organizational Citizenship Behavior*) at MSS Group, Jakarta.

2. Literature Review

a. Organizational Citizenship Behavior (OCB)

According to (Griffin, 2014) defines OCB as follows: Organization citizenship to behavior of individuals who make a positive overall contribute to the organization, says that OCB refers to the good behavior of individual employees who have a positive impact on the organization. According to (Kusluvan, 2003) that OCB is the behavior of both individuals who are free and spontaneous resulting from the characteristics of a person or the characteristics of his work or organization, also comes from good relations with superiors and fellow coworkers. This good behavior is aimed at the work unit or its organization or co-workers which has a positive impact on increasing the effectiveness and efficiency of the organization through the direct or indirect influence of work which socially has a positive impact on improving good interpersonal relationships.

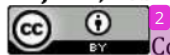
According to Organ, Podsakoff, and MacKenzie in Wibowo, et al (2019), factors that can affect employee OCB are: organizational culture and climate, personality and mood, perceived organizational support, quality of interaction between superiors and subordinates, years of service, and gender.

Based on the description above, what is meant by OCB in this study is the **proactive and dedicated behavior shown by individual employees, which has a positive impact on the realization of the goals and objectives of the organization as a whole, where the behavior is not directly related to the main duties and responsibilities and does not also have a direct effect on the provision of rewards or performance appraisals.** To measure the OCB behavior of employees, the following dimensions are determined, namely: **Altruism** or helpful behavior (Y.1); **Conscientiousness** or seriousness in work (Y.2); **Sportsmanship** or high tolerance (Y.3); **Courtesy** or being polite (Y.4); and **Civic Virtue** or prioritizing common interests (Y.5).

b. Job Satisfaction

Job satisfaction according to Siegel and Lane (1982) is "The appraisal of one's job as attaining or allowing the attainment of one's important job value, providing these values are congruent with or help full fit one's basic needs". That is, workers who are satisfied with their work feel happy with their work. Meanwhile, according to Howell and Dipoye (1986) view job satisfaction as the overall result of the degree to which workers like or dislike various aspects of their work.

The factors that affect job satisfaction according to Sutrisno (in Irhamatul Jariyati, 2016: 32) are: **psychological factors** related to the employee's psyche, which include interest, peace of mind at work, attitudes towards work, talents, and skills; **social factors** relating to social interactions between employees and superiors or between employees and employees; **physical factors** related to the physical condition of employees; and **financial factors** related to employee



security and welfare, which include the system and salary, social security, various benefits, facilities provided, promotions and so on.

Based on the description above, what is meant by job satisfaction in this study **is the feeling of likes or dislikes perceived by employees on all aspects of their work**. To measure employee job satisfaction, the following dimensions are set: **job satisfaction** (X.1.1); **satisfaction with salary** (X.1.2); **promotional opportunities** (X.1.3); **satisfaction with supervision** (X.1.4); and **satisfaction with coworkers** (X.1.5)

c. Organizational Commitment

According to Robbins in (Mulyajansih, 2019) is a situation where an employee sided with an organization and its goals and intends to maintain membership in that organization. The level of organizational commitment can range from very high to very low, people can have attitudes about various aspects of their organization such as organizational promotion practices, organizational product quality and organizational cultural differences. Meanwhile, according to Allen and Mayer (in Hendrawan Qonit Mekta 2017) (Qonit, 2019) stated that organizational commitment is a psychological construct which is a characteristic of the relationship of organizational members with their organization and has implications for individual decisions to continue membership in organizations.

Streers and Porter in Hendrawan (2017) explain the factors that influence the formation of organizational commitment in employees, namely: personal characteristics, job characteristics, structural characteristics, and work experience.

Based on the description above, what is meant by organizational commitment in this study **is the level of conformity felt by employees to the values in the organization, so that they have the same vision and mission and intend to remain in the organization to make it happen**. To measure organizational commitment, the following dimensions are defined: **affective commitment** (X.2.1); **continuance commitment** (X.2.2); and **normative commitment** (X.2.3).

d. Organizational Climate

According to Litwin & Stringer (in Diana: 2018) organizational climate refers to a set of measurements of the work environment, perceived directly or indirectly by people who work in that environment, thereby influencing their motivation and behavior. According to Wirawan (in Nisa Hasanah: 2018) organizational climate is the perception of members individually and in groups and those who are constantly in touch with the organization such as: consumers, suppliers, and others about what is happening or happening in the organization's internal environment on a regular basis, which affect the nature and behavior of the organization and the performance of members of the organization which then determines the performance of the organization.

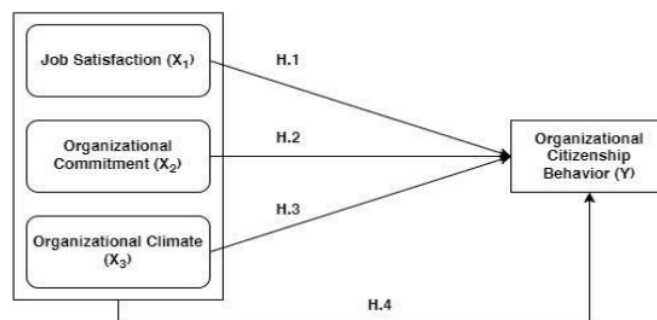


There are a number of factors that can affect organizational climate, including: Ecology, namely the physical environment such as buildings, benches, chairs, electronic devices, and others; Social Relations; Social systems, namely administration, organization, decision making and communication patterns; and Organizational Culture, namely the values, beliefs, norms and ways of thinking of people in the organization.

3. Implementation Method

Based on the description above, what is meant by organizational climate in this study **is the condition of the work environment which is the hallmark of an organization which is formed from the attitudes, behaviors and personalities of all members of the organization.** To measure the organizational climate, the following dimensions are defined: **Structure (X.3.1); responsibility (X.3.2); award (X.3.3); risk (X.3.4); warmth (X.3.4); support (X.3.5); standard (X.3.6); conflict (X.3.7); and identity (X.3.9).**

Based on the descriptions above, the following frame of mind is drawn up which is used as a model in this study:



Picture 2.1 Framework

The statement of the hypothesis that will be tested in this study is as follows:

- H1: There is an effect of job satisfaction on OCB of employees at MSS Group,
- H2: There is an effect of organizational commitment on OCB of employees at MSS Group,
- H3: There is an influence of organizational climate on OCB of employees at MSS Group,
- H4: There is a joint effect of job satisfaction, organizational commitment, and organizational climate on the OCB of employees at MSS Group.

4. Methodology

The research method used in this study is a survey method with a quantitative descriptive approach. Data was collected through questionnaires and interviews. The

population in this study were all employees implementing MSS Group, Jakarta as many as 107 people, all of which were used as samples (saturated method). The type of investigation in this study is causality. Data processing using the latest version of the SPSS program.

5. Results and Discussion

Table 5. 1 : Distribution of Employee Respondents

o	Respondent Characteristics	Age	Percentage
	18 - 22 Year	19	18%
	23 - 27 Year	31	29%
	28 - 32 Year	24	22%
	33 - 37 Year	22	21%
	> 37 Year	11	10%
	Total	107	100%
	Gender		
	Men	67	63%
	Woman	40	37%
	Total	107	100%
	Experience		
	< 1 Year	7	7%
	1 - 3 Year	43	40%
	4 - 5 Year	39	36%
	> 5 Year	18	17%
	Total	107	100%
	Number of employees		
	Level of education		Percentage
	Senior high school/equivalent	78	73%
	Diploma	6	6%
	Bachelor	21	20%
	Postgraduate	2	2%
	Total	107	100%

Source : processed by the author



a. Validity test

The validity test was carried out using the bivariate person correlation formula with the SPSS version 24 program tool. The questionnaire item in the validity test was said to be valid if the calculated R value > R table at a significance value of 5%. On the other hand, the item is said to be invalid if the calculated R value < R table at a significance value of 5%. From the test results, it was found that all dimensions and indicators in each variable had a significance value below 5%, therefore all items were valid.

b. Reliability test

The reliability test can be carried out using the Cronbach's alpha (α) test with the condition that if > 0.60 then it is said to be reliable. On the other hand, if < 0.60, it is said to be unreliable.

From the results of the reliability test, the reliability coefficient of the X1 questionnaire was 0.897, the X2 questionnaire was 0.894, the X3 questionnaire was 0.848, the Y questionnaire was 0.888. based on the value of the reliability coefficient, it can be concluded that all the questionnaires in this study are reliable or consistent, so they can be used as research instruments.

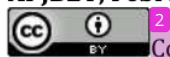
c. Descriptive statistical test

To explain the respondents' responses to the research variables, an analysis was carried out on the answers given in relation to the existing statements. The statement consists of 9 items of job satisfaction, 7 items of organizational commitment, 6 items of organizational climate and 8 items of employee OCB. From this analysis, it can be seen what the overall average is. The determination of the upper class of the respondent's statement on the research variable is as follows:

Tabel 5. 2 Interval Kelas Variabel

Grade Interval Value	Countless Class Interval
4,21 - 5,00	Very high
3,41 - 4,20	High
2,61 - 3,40	Moderately high
1,81 - 2,60	Low
1,00 - 1,80	Very low

From the description of the Job Satisfaction variable, it was found that the indicator with the highest average score was X1.2 (I feel comfortable and fit with this job), with a score of 3.73. Meanwhile, the lowest average score is X1.1 (I always obey the rules in the MSS Group) with a score of 3.70. However,



judging from the class distribution, this variable is still in the high category. This can be seen from the overall total score of the average job satisfaction variable of 3.72, it can be concluded that the job satisfaction of MSS Group employees is in a high classification, **so it can be interpreted that employee job satisfaction has been fulfilled.**

From the description of the Organizational Commitment variable, it was found that the indicator with the highest average value was X2.1 (I feel comfortable and happy to work here), with a score of 3.70. Meanwhile, the lowest average score is on X2.3 (I am under contract with MSS Group so it is difficult for me to get out of here), with a score of 3.68. However, judging from the class distribution, this variable is still in the high category, with an average total score of 3.57, so it can be concluded that the MSS Group's organizational commitment is in a high classification **so that it can be concluded that organizational commitment has been realized.**

From the description of the Organizational Climate variable, it was found that the indicator with the highest average score was X3.3 (My relationship with fellow coworkers is harmonious and compact), with a score of 3.64. While the lowest average value is found in X3.1 with a score of 3.62. However, judging from the class distribution, this variable is still in the high category with an overall average score of 3.64, **so it can be concluded that the MSS Group organizational climate is conducive.**

From the description of the Organizational Citizenship Behavior variable, it was found that the indicator with the highest average value was Y3 (I always discuss with colleagues about the work problems I am facing), with a score of 3.60. Meanwhile, the lowest average score is Y2 (I have never had a conflict with a co-worker), with a score of 3.58. However, judging from the class distribution, this variable is still in the high category with an average total score of 3.59, **so it can be concluded that the OCB of MSS Group employees has been realized.**

d. Normality test

Based on the normality test, it is known that the significance value is $0.080 > 0.050$, so it can be concluded that the residual value is normally distributed.

e. Multicollinearity test

Based on the normality test, it can be seen that the benchmark value of VIF < 10 and tolerance > 0.10 , namely in the Job Satisfaction variable there is a VIF value of 2.349 and a tolerance of 0.426. In Organizational Commitment the value of VIF is 3.334 and tolerance is 0.300. And in the organizational climate, the value of VIF is 3.460 and tolerance is 0.289. So in this case there is no multicollinearity, thus it is concluded that this data is feasible in using multiple linear regression.

f. Heterocedasticity test

From the results of the Standardized Regression test, it can be seen that the points spread with an unclear pattern above and below zero (< 0) on the Y axis, it can be concluded that the regression model assumes no heteroscedasticity.

Partial Test (t Test)

Tabel 5.3. Partial Test (t Test)

Model	Coefficients ^a			
	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	Sig.	
(Constant)	1.403 1.802	.779	.438	
Job Satisfaction	0.286 .075	.313	3.804 .000	
Organizational Commitment	0.416 0.113	.362	3.689 .000	
Organizational Climate	0.319 0.132	.242	2.427 .017	

a. Dependent Variable: Oranizational Citizenship Behavior

Data Source: Processed by the Author

From the table above, it can be taken the multiple linear regression equation, namely:

$$Y = 1,403 + 0,286X1 + 0,416X2 + 0,319X3$$

From the data above, it can be seen that:

1. The Job Satisfaction variable has a sig value of 0.000 < from 0.050 and has a t count of 3.804 > from a t table of 1.659. it is concluded that partially Job Satisfaction has a significant effect on Employee Organizational Citizenship Behavior, then the statement **Ha1 is accepted**.
2. Organizational Commitment variable has a sig value of 0.000 < from 0.050 and has at count of 3.689 > from a t table of 1.659. So it can be concluded that partially organizational commitment has a significant effect on employee OCB, so the statement **Ha2 is accepted**.
3. The organizational climate variable has a sig value of 0.017 < from 0.050 and has a t count of 2,427 > from a t table of 1.659. It can be concluded partially that organizational climate has a significant effect on employee OCB, so the statement **Ha3 is accepted**.



g. Simultan Test (Uji F)

Tabel 5.4. Simultan Test

ANOVA ^a						
Model		Sum of Squares	f	Mean Square	F	Sig.
1	Regression	4172.245		1390.748	81.364	.000 ^b
	Residual	1760.57803		17.093		
Total		5932.82206				

Dependent Variable: Oranizational Citizenship Behavior

a. Predictors: (Constant), Organizational Climate, Job Satisfaction, Organizational Commitment

F tabel = DF1 ; (k-DF-1) = 3 ; (107-3-1) = 3 ; 103 = 2,69

From the data above, it can be seen that the simultaneous influence of the variables Job Satisfaction, Organizational Commitment and Organizational Climate on Employee Organizational Citizenship Behavior has a significant value of $0.000 < 0.050$ and a calculated F value of $81.364 >$ from F table 2.69. So it can be concluded that there is a significant effect of Job Satisfaction, Organizational Commitment and Organizational Climate on OCB of employees, so the **H_{a4}** statement is accepted.

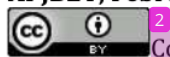
Coefficient of Determination Test (R²)Tabel 4.5 Determination Test
Model Summary^b

Model	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839 ^a	.703	4.134

a. Predictors: (Constant), job Satisfaction, Organizational Commitment, Organizational climate

b. Dependent Variable: Oranizational Citizenship Behavior

Based on the output data above, it is known that the R Square value is 0.703 this means the role or contribution of the variables: Job Satisfaction,



Organizational Commitment and Organizational Climate to the increase in employee OCB variables is 70.3%, the remaining 29.7% is the role or the contribution of other variables outside the variables: Job Satisfaction, Organizational Commitment and Organizational Climate.

From the results of simultaneous testing to determine the effect of the variables Job Satisfaction, Organizational Commitment and Organizational Climate on Employee Organizational Citizenship Behavior, the following equation is obtained:

$$Y = 1,403 + 0,286X_1 + 0,416X_2 + 0,319X_3$$

The Effect of Job Satisfaction (X1) on Employees' Organizational Citizenship Behavior (Y)

Based on the regression equation above and the results of the t test, it can be proven that the Job Satisfaction variable partially has a positive and significant effect on the OCB of MSS Group employees with a regression coefficient value of 0.286 and a t arithmetic value of 3.804 > from t table 1.659 and a sig value of 0.000 < from 0.050. Thus the statement Ha1 is accepted.

The results of this study are in line with the results of research conducted by Ujang Saepudin (2019) regarding the effect of job satisfaction on OCB teachers at public high schools in Tambun Utara District and Babelan District, Bekasi Regency.

The Effect of Organizational Commitment (X2) on Employees' Organizational Citizenship Behavior (Y)

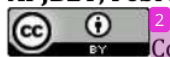
Based on the regression equation above and the results of the t test, it can be proven that the variable Organizational Commitment partially has a positive and significant effect on the OCB of MSS Group employees with a regression coefficient value of 0.416 and a t-count value of 3.686 > from t table 1.659 and a sig value of 0.000 < from 0.050. Thus the statement Ha2 is accepted.

The results of this study are in line with the results of research conducted by Thessa Imay Sudarmo (2018) regarding the effect of Organizational Commitment on OCB of employees at PT. Telkom Purwokerto.

The Effect of Organizational Climate (X3) on Employee Organizational Citizenship Behavior (Y)

Based on the regression equation above and the results of the t test, it can be proven that the organizational climate variable partially has a positive and significant effect on the OCB of MSS Group employees with a regression coefficient value of 0.319 and a t-count value of 2.427 > from t table 1.659 and a sig value of 0.000 < from 0.050. Thus the statement Ha3 is accepted.

The results of this study are in line with the results of research conducted by I Made Dika Mahendra (2017) regarding the effect of organizational climate on employee OCB at PDAM Tabanan Regency.



4

The effect of job satisfaction (X1), organizational commitment (X2), and organizational climate (X3) together on employee organizational citizenship behavior (Y).

Based on the regression equation above and the H test results, it can be proven that the variables Job Satisfaction, Organizational Commitment and Organizational Climate together (simultaneously) have a positive and significant effect on OCB of MSS Group employees with a contribution value (Rsquare) of 0.703 (70.3 %), and the calculated F value is 81,364 > from F table 2.69 and the sig value is 0.000 < from 0.050.

This means that changes in the variables: job satisfaction, organizational commitment, and organizational climate are able to explain change in the OCB variable of MSS Group employees by 70.3%, the remaining 29.7% is influenced by other variables not examined in this study, but in suspect also affects the OCB of MSS Group employees. **Thus the statement of Ha4 accepted.**

Another important finding from this joint effect is that partially the Organizational Commitment variable has the most dominant effect.

6. Conclusion

- a. The Job Satisfaction variable has been proven to have a positive and significant effect on the OCB variable of MSS Group Employees, this means that the better the level of employee satisfaction, the more real the OCB of MSS Group employees, Jakarta.
- b. The variable of Organizational Commitment proved to have a positive and significant effect on the OCB variable of MSS Group Employees. This means that the higher the level of organizational commitment of employees, the more real the OCB of MSS Group employees, Jakarta will be.
- c. The organizational climate variable has been shown to have a positive and significant effect on the OCB variable for MSS Group employees. This means that the more conducive the organizational climate felt by employees, the more real the OCB manifestation of MSS Group employees, Jakarta will be.
- d. The variables: Job Satisfaction, Organizational Commitment, and Organizational Climate together have been shown to have a positive and significant effect on the MSS Group Employee OCB variable, this means that the better the level of employee satisfaction, the higher the level of employee organizational commitment, and the more conducive the climate. Organizational perceived by employees, the realization of OCB for employees of MSS Group, Jakarta will be more evident.

The contribution of the three independent variables above in explaining changes in employee OCB is 70.3%, and it turns out that the Organizational Commitment Variable has the most dominant influence.

7. Limitation & Further Research

Based on the conclusions above, especially in the 4th conclusion which shows the contribution value (Rsquare) of 70.3%, the results of this study recommend to the management of MSS Group, Jakarta, in an effort to encourage the realization of OCB employees, may they be able to make improvements to the variables: employee job satisfaction, employee organizational commitment, and organizational climate.

However, considering that the organizational commitment variable partially has the most dominant effect, the focus of management's attention can be directed at improving this variable, among others, by improving indicators based on the results of descriptive analysis that have the lowest average value, namely the statement item: "I am bound contract so that it is difficult to get out of here" (X.2.3), and "I will work diligently even if it is not supervised by my superior" (X.2.6).

This research is very limited in scope, namely only in one company, namely PT. Multi Sejuk Sejahtera, a Group engaged in HVAC (Heating, Ventilation, and Air-Conditioning) in the DKI Jakarta area. For further research, this research should be continued by expanding the subject and object of research, for example to employees in other HVAC service companies or other technical services operating in the Greater Jakarta area.

7 8. Acknowledgement

Collate acknowledgements in a separate section at the end of the article before the references and do not, therefore, include them on title page, as a footnote to the title or otherwise.

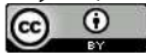
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