



The Model of Organizational Commitment and Work Satisfaction : Organizational Citizenship Behavior Perspective

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Abstract: The objective of this research is to analyze how Organizational Commitment and Work Satisfaction impact Organizational Citizenship Behavior. Using a quantitative research approach, the study analyzed data from 70 respondents across 20 manufacturing companies in West Java and processed it through the SEM-PLS methodology. The study findings suggest that Organizational Commitment and Work Satisfaction both have a direct influence on Organizational Citizenship Behavior in manufacturing companies located in West Java.

Keyword: Commitment, Satisfaction, OCB.

INTRODUCTION

Quality assets are imperative for every company, and the most invaluable of them is human resources. As a company evolves and grows, human resources become increasingly important in achieving its goals. Today's organizational dynamics have shifted from individual work to working in teams, making human resources, also known as Human Capital, one of the most crucial factors influencing an organization's effectiveness. As a result, organizations must be able to attract and retain competent, reliable employees who possess not only excellent skills, but also exceptional personal qualities like loyalty and a strong work ethic.

To ensure that HR functions continue their transformative journey, HR professionals must cultivate and demonstrate new competencies that align with their evolving roles and responsibilities. A company's success hinges on its ability to maintain a strong human resources department and compete with other firms. The Organizational Citizen Chip Behavior (OCB) theory posits that several factors within the organization, including job satisfaction and high organizational commitment, contribute to OCB. Research by Arif

Hidayat and Ratna Kusumawati (2014) delved into how organizational commitment and job satisfaction affect OCB at PT. Argamukti Pratama Semarang, while Merry Ristiana M (2013) investigated the impact of these factors on OCB and hospital employee performance at Bhayangkara Trijata Denpasar. This study hones in on the influence of organizational commitment and job satisfaction on Organizational Citizenship Behavior (OCB). Specifically, it aims to examine the relationship between the two variables.

LITERATURE REVIEW

Organizational Commitment

As per Stevens et al.'s (2004:38) research, the notion of organizational commitment can be classified under two main categories: the exchange approach and the psychological approach.

According to the process approach, the commitment of employees to an organization is developed through a series of interactions between the two parties. The primary focus of these transactions is the exchange of benefits and drawbacks that the employees stand to gain or lose.

Organizational commitment is a sentiment exhibited by individuals who possess knowledge, loyalty, and engagement towards their organization. This attitude manifests in a desire to stay with the organization and not consider leaving without valid reasons.

Robbins (2008:43) identifies three distinct facets of organizational commitment, namely:

Affective commitment is a sense of emotional attachment to an organization and its values. For instance, an employee at Pecto who is passionate about animal welfare may exhibit a strong commitment to their company.

The concept of continuance commitment centers around the economic outlook of remaining with an organization as opposed to departing. An employee may choose to remain with their employer due to high compensation, fearing that a departure would adversely affect their family's well-being.

Normative commitment pertains to a sense of morality or ethics that keep employees within an organization. One instance is when an employee initiates a new project, making it difficult to leave the remaining team without support.

Job Satisfaction

It is important to find satisfaction in one's work.

Luthans (2010: 22) posits that job satisfaction is a manifestation of an employee's contentment with how their work contributes to the betterment of the organization. This implies that the fulfillment derived from work meets the individual's significant expectations.

Job satisfaction is a uniquely individual experience, influenced by one's individual values and differences. It's no surprise, then, that there exists a vast spectrum of job satisfaction levels. Those who are content within their roles are likelier to prefer their current work situation over those who are not satisfied. According to Robbins (2006: 63), job satisfaction is a comprehensive attitude towards one's employment, and is determined by the discrepancy between the number of rewards received and the employee's perception of the rewards they deserve.

Citizenship Behavior in Organizations

Somech and Zahavy (as cited in Puput, 2004:64) define Organizational Citizenship Behavior as conduct demonstrated by employees that remains inconspicuous to both co-workers and the organization, yet surpasses the company's standard of behavior and yields favorable outcomes for the company.

As per Stemper and Dyne (referenced in Puput, 2004:55), the term refers to the conduct of employees that is not overt, and not explicitly acknowledged by the reward system. Nonetheless, its cumulative impact could significantly augment the overall efficacy of the company.

The primary objective of this notion is to pinpoint employee conduct, typically gauged through conventional employee performance evaluation techniques. This theory encompasses various components, including (as per Stemper and Dyne, 2004):

- a. When employees exhibit behavior that goes beyond what is expected of them by their company, it is known as organizational citizenship behavior.
- b. Organizational citizenship behavior is a subtle behavior that often goes unnoticed.

This kind of conduct from employees doesn't receive prompt rewards or get easily acknowledged by the established corporate structure.

The conduct of organizational citizenship holds a significant role in augmenting a company's efficiency.

Theoretical Framework

Multiple studies point to the positive and significant effect of organizational commitment, job satisfaction, and organizational culture on organizational citizenship behavior (OCB). Puspitarini's 2012 research, as well as Oemar's 2015 study, highlight the impact of these factors on OCB, with work ability also playing a role in Oemar's findings. Additionally, Nasichudin and Azzuri's 2003 research and Hidayat and Kusumawati's 2014 study support the notion that organizational commitment and job satisfaction are significant drivers of OCB. Similarly, the work of Wibowo in 2012, as well as Ristiana in 2013 and Tribodoastuti and Rulijaji in 2015, also supports the positive relationship between organizational commitment, job satisfaction, and organizational culture on OCB.

METHODS

In the pursuit of knowledge, a quantitative method with an explanatory approach was employed for this particular study. The sample population consists of employees of manufacturing companies in West Java, with 70 respondents selected from 20 companies based on the rule of thumb from statistical analysis. A questionnaire utilizing a Likert scale was utilized to collect data. The data was then subjected to analysis using Structural Equation Modeling (SEM) with Partial Least Square (PLS) approach. The hypotheses in the study are as follows:

Table 1. Research Hypotesis

No.	Direct Hypotesis
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

As per the data presented in Table 2, the Wrap-PLS application utilized in this study has validated the questionnaire instrument with convergent validity. The loading factor value of each variable exceeded 0.5, signifying that the questionnaire is an accurate representation of organizational commitment, work satisfaction, and organizational citizenship behavior. Moreover, the AVE value was also greater than 0.5, ensuring that the questionnaire met discriminant validity. In terms of composite reliability, the variables in the table met the benchmark of 0.70, further reinforcing the feasibility of hypothesis testing in the research study.

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

As shown in the aforementioned Table 3, the t-test value for hypothesis 1 surpasses the t-table value of 1.99, indicating that Organizational Commitment has a noteworthy impact on Organizational Citizenship Behavior. Additionally, the t-test results for hypothesis 2 are also greater than the t-table value of 1.99, signifying a significant correlation between Work Satisfaction and Organizational Citizenship Behavior.

Discussion

When employees exhibit strong Organizational Commitment, they are inherently inclined to engage in all organizational activities, thereby demonstrating Organizational Citizenship Behavior. This study corroborates earlier research by Puspitarini (2012), Oemar (2015), Nasichudin and Azzuri (2003), Hidayat and Kusumawati (2014), Wibowo (2012), Ristiana (2013), and Triabodoastuti and Rulijaji (2015), which found a direct and significant correlation between Organizational Commitment and Organizational Citizenship Behavior.

Based on the calculation and hypothesis testing conducted, it is evident that work satisfaction significantly impacts organizational citizenship behavior. This implies that employees who experience job satisfaction are more likely to exhibit OCB in their workplace. The findings of this study are consistent with those of previous research conducted by Puspitarini (2012), Oemar (2015), Nasichudin and Azzuri (2003), Hidayat and Kusumawati (2014), Wibowo (2012), Ristiana (2013), as well as Triabodoastuti and Rulijaji

(2015), which have demonstrated a positive correlation between employee work satisfaction and increased organizational citizenship behavior.

CONCLUSION

The study's findings indicate that both organizational commitment and work satisfaction have a significant impact on the ebb and flow of employees' organizational citizenship behavior. Organizational commitment partially affects organizational citizenship behavior, with employees demonstrating higher involvement in the organization when they are more committed to it. Furthermore, work satisfaction also has an effect on organizational citizenship behavior, with satisfied employees exhibiting a higher level of involvement in the organization.

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