



Effect of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior at PDAM Head Office Majalengka Regency

Haris Fauzi

Universitas Majalengka

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E-mail:

harisfauzi312@gmail.com

ABSTRACT

This research was conducted at the Central PDAM of Majalengka Regency. The purpose of this study was to determine how large the influence of job satisfaction and organizational commitment on organizational citizenship behavior either partially or simultaneously. In this study, the author uses a survey method with descriptive analysis techniques and verification. The data collection technique was done by giving a questionnaire. Testing of research instruments is done by testing the validity and reliability testing using a Likert scale. The data analysis tool uses classical assumption test, multiple linear regression analysis, coefficient of determination analysis, t test and f test. The results of this study indicate that job satisfaction is included in the high category. Organizational commitment is included in the high category. Organizational citizenship behavior is included in the high category. Job satisfaction has a positive and significant effect on organizational citizenship behavior. Organizational commitment has a positive and significant effect on organizational citizenship behavior. Job satisfaction and organizational commitment together have a positive and significant effect on organizational citizenship behavior.

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1. Introduction

Human resources are a key factor in the success and progress of a company because human resources are the main driver of a company. All companies want human resources who can be motivated, trained and developed optimally so that the company's targets and goals can be achieved. In addition, human resources must also be able to plan, organize, implement and supervise what is owned by the company as optimally as possible. The company also expects that its human resources are human resources who are able to carry out tasks or work well and who are able and willing to do work that exceeds the obligations of the work given by the company, in other words doing work that is not their burden. That way, a worker who makes extra effort or this extra effort reflects the behavior of the civic organization or OCB (Robbins and Judge, 2013).

According to Organ (1988) in Debora Eflina (2014:106) Organizational Citizenship Behavior is a form of behavior that is an individual choice and initiative, not related to the organization's formal reward system but in aggregate increases organizational effectiveness. Organizational Citizenship Behavior or also known as organizational citizenship behavior has an important role in the success of an organization because organizational citizenship behavior will increase productivity, efficiency and organizational welfare in a company. Employees who apply organizational citizenship behavior in addition to doing the work that is their obligation, will work voluntarily on jobs outside of their obligations and this goes into extra effort (Robbins and Judge, 2013).

All companies or organizations must expect employees who have satisfaction with the work they do, because if employees are satisfied with their work, many negative impacts can be avoided by companies such as stress at work, the number of complaints that arise from employees, decreased morale and the possibility to get out of work. the company is small. Therefore, to overcome the impact of employee dissatisfaction with their work, companies must be able to make job satisfaction appear in employees. Some of the efforts made by the company so that employee satisfaction with their work can appear and increase, namely by adjusting the level of wages or salaries to be received, providing promotions for employees who are able to develop, conditioning the atmosphere and workplace environment to be always conducive and so on. That way, employees' feelings of satisfaction with their work will appear. If employees are satisfied with their work, the impact of employee dissatisfaction can be minimized and the effectiveness and efficiency of the company will increase. When employees are satisfied with their work, the employee will carry out his obligations well and maximally and he will even make extra effort or extra effort even though it is not his obligation (Robbins, 2013). From that, organizational citizenship behavior in employees can emerge. According to Mila Badriyah (2015:227) job satisfaction is an employee's attitude or feeling towards pleasant or unpleasant aspects of work in accordance with the assessment of each worker. A worker who has a high level of job satisfaction will definitely feel that the work done can satisfy him, and vice versa if a worker who has a low level of job satisfaction must have a bad feeling with the work he has. Job satisfaction can be measured or seen from several dimensions, namely salary or wages, promotions, supervision (supervision), benefits (additional allowances), contingent rewards (awards), operating procedures (work procedures and regulations), co-workers (coworkers), nature of work (the work itself) and communication (communication) (Mila Badriyah, 2015).

After job satisfaction, the next factor that drives the emergence of organizational citizenship behavior is organizational commitment. According to Robbins and Judge in Zelvina (2015) organizational commitment is a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization. Similar to the previous factor, the company expects employees who are committed to the company. Employees who are committed to the company will have a good impact on the company. When a worker has a commitment to the company, the worker will



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work optimally to remain a member of the company. Employees who are committed to the company will reduce the possibility of being withdrawn from the company even though the employee is actually dissatisfied with his job, because they are loyal to the company and dare to make sacrifices for the company. Conversely, if employees are not too committed to the company, the level of employee loyalty to the company will tend to be low. Because employees have a level of commitment to the company, these employees can make extra effort or extra effort which is work outside of their obligations. Organizational commitment can encourage an employee to apply organizational citizenship behavior. The three dimensions of organizational commitment proposed by Robbins and Judge in Zelvia (2015) are as follows: affective commitment, continuity commitment and normative commitment.

2. Research Methods

The method used in this research is survey method with descriptive analysis method and verification with quantitative approach. Testing the research instrument was carried out using the validity test, reliability test and data normality test, while the data analysis used the correlation coefficient and the coefficient of determination. Hypothesis testing uses t test for partial test, and f test for simultaneous test

3. Results and Discussion

The framework of thought explains a relationship and interdependence between the research variables being studied. The research variables used are Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior. Organizational Citizenship Behavior can be influenced by several factors including Job Satisfaction and Organizational Commitment.

Job satisfaction according to Mila Badriyah (2015: 227) is an employee's attitude or feeling towards pleasant or unpleasant aspects of work in accordance with the assessment of each worker. Where the dimensions of job satisfaction according to Mila Badriyah (2015: 241) include salary or wages, promotions, supervision (supervision), benefits (additional allowances), contingent rewards (awards), operating procedures (work procedures and regulations), co-workers (colleagues), nature of work (the work itself) and communication (communication). Job satisfaction has an effect on Organizational Citizenship Behavior where if employees get a salary or wages that are in accordance with the work given, get fair supervision, get awards or rewards for achieving good performance, have co-workers who can help when they have difficulties at work and are happy. Regarding the work he gets, OCB behavior will automatically appear to employees who have received job satisfaction such as employees who will have altruism behavior or behavior to help fellow co-workers who are having difficulties or are unable to attend at work, courtesy behavior or being polite to others. employees or superiors, sportsmanship behavior or having a high tolerance for fellow co-workers or employees, civic virtue behavior or prioritizing common interests and the progress of the company and conscientiousness behavior or being serious in resolving complete the given job.

Organizational commitment also affects Organizational Citizenship Behavior where organizational commitment According to Robbins and Judge in Zelvia (2015) is a condition where an employee sided with a particular organization and its goals and desires to maintain membership in the organization. The dimensions according to Robbins and Judge in Zelvia (2015) include affective commitment, continuity commitment and normative commitment. Organizational commitment affects the emergence of organizational citizenship behavior where if employees have affective commitment, ongoing commitment and normative commitment, then behavior will automatically appear such as employees will have altruism behavior or behavior to help fellow co-workers who are having difficulties or are unable to attend at work, courtesy behavior or being polite towards fellow employees or superiors, sportsmanship behavior or having a high tolerance for fellow co-workers or employees, civic virtue behavior or prioritizing common interests and company progress and conscientiousness behavior or being serious in completing the given work.

According to Organ (1988) in Debora Eflina (2014: 106), Organizational Citizenship Behavior is an individual choice and initiative, not related to the organization's formal reward system but in aggregate increasing organizational effectiveness. Dimensions of Organizational Citizenship Behavior according to Organ (1988) in Debora Eflina (2014:106) consist of Altruism (helpful behavior), Courtesy (polite behavior that arises from workers), Sportmanship (work sportsmanship behavior or not behaving badly when something is not in accordance with planned), Civic Virtue (behavior of caring for the continuity of the organization) and Conscientiousness (behavior of carrying out tasks more than expected). The emergence of OCB behavior or Organizational Citizenship Behavior is influenced by several factors including job satisfaction and organizational commitment. An employee will automatically have or apply organizational citizenship behavior when he feels job satisfaction in the company he occupies, job satisfaction itself can be in the form of the salary he receives in accordance with the work given, getting a promotion, then getting fair supervision from superiors, get awards and get benefits from the company for achieving good performance, operating procedures in the company are implemented or implemented properly, have colleagues who can help when experiencing difficulties at work, happy with the work he gets and able to communicate well with fellow colleagues work or superiors, and organizational citizenship behavior can emerge by itself when employees have an affective commitment, which means an employee has emotional feelings for the organization and believes in its values, has commitment Sustainability tmen which means the perceived economic value of staying in an organization when compared to leaving the organization, an employee may be committed to the employer because he is highly paid and feels that leaving the company will destroy his family and has a normative commitment in which an employee is obliged to remain in a company or organization for moral or ethical reasons. If job satisfaction and organizational commitment have been owned by an employee, then organizational citizenship behavior will appear automatically.

From the description of the framework above, the research paradigm can be described as follows:



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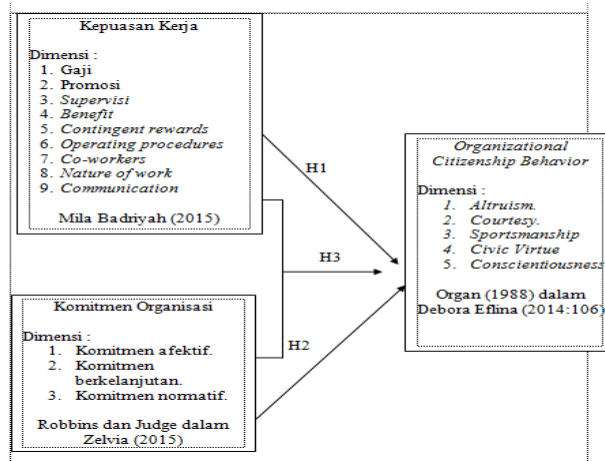


Fig 1. Research paradigm

3.1 Population and Sample

a. Population

The population is the area or place that is the source of the research. This is reinforced by the opinion of Sugiyono (2017: 80) which states that the population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population in this study are employees who work at the Central PDAM of Majalengka Regency which is located in Majalengka, both permanent employees and contract employees, totaling 40 employees.

b. Sample

According to Sugiyono (2010:62) the sample is part of the number and characteristics possessed by the population. If the population is large and the researcher is not able to study everything in the population due to limited funds, manpower and time, the researcher can use samples taken from the population.

In connection with the population of only 40 people, the sample is taken from the entire population. In this research, the writer uses side saturation technique. So, the total population that was taken as a sample in this study was 40 employees of the Central PDAM of Majalengka Regency.

3.2 Normality Test

Testing a data in research is very important, it is intended to see how far the normality of a data is spread. The normality test was carried out using the Lilliefors test which was analyzed using the Statistical Product and Service Solution (SPSS) program.

Table 1
Data Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	5,53628957
Most Extreme Differences	Absolute	,118
	Positive	,069
	Negative	-,118
Kolmogorov-Smirnov Z		,743
Asymp. Sig. (2-tailed)		,638
a. Test distribution is Normal.		
b. Calculated from data.		

Based on table 1 it can be seen that the asymp.Sig value. (2-tailed) is 0.638 indicating a significance value greater than = 0.05 so it can be concluded that the data in this study have a normal distribution

3.3 Multicollinearity Test

This test is to determine whether the independent variables in the regression equation are not correlated with each other. To detect multicollinearity is to look at the tolerance value and the Variance Inflation Factor (VIF) value.



Table 2
Multicollinearity Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5,422	4,954		1,094	,281		
KEPUASAN KERJA	,438	,137	,438	3,206	,003	,444	2,251
KOMITMEN ORGANISASI	,454	,137	,454	3,323	,002	,444	2,251

a. Dependent Variable: ORGANIZATIONAL CITIZENSHIP BEHAVIOR

The table above shows that the tolerance value of the Job Satisfaction variable is 0.444 and Organizational Commitment is 0.444 which is greater than 0.10. Meanwhile, the VIF value of the Job Satisfaction variable is 2.251 and the Organizational Commitment variable is 2.251 which is smaller than 10.00. So it can be concluded that there is no multicollinearity.

3.4 Heteroscedasticity Test

According to Sukestiyarno 7) (2006: 13) explains that Heteroscedasticity arises when the error or residue of the observed model does not have a constant variance from one observation to another. The consequence of heteroscedasticity in the regression model is that the estimator obtained is inefficient. In this study, heteroscedasticity testing was carried out by looking at the residual diagram of the independent variables. If the error value forms a certain pattern, it is not random to zero, then it is said to have heteroscedasticity.

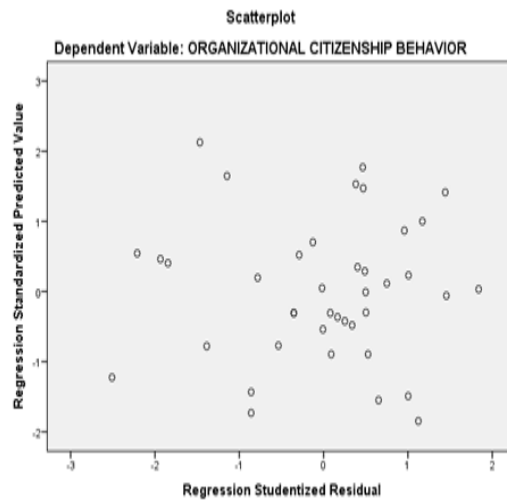


Fig 2. Heteroscedasticity Test Results

Based on the scatterplot graph, it shows that the data points spread both above and below the number 0 on the Y axis and the data points do not only collect above and below, it can be concluded that there is no heteroscedasticity in the regression model.

3.5 Hypothesis Test

This study proposes 3 (three) problem formulations, namely: (1) Is there an influence of Leadership Style on Employee Performance, (2) Is there an influence of Work Motivation on Employee Performance at PT Abadi Jatwangi, (3) Is there an influence of leadership style and Employee Work Motivation on Employee Performance, The three formulations of this problem were tested with regression and correlation analysis techniques

a. The Influence of Job Satisfaction on Organizational Citizenship Behavior in Central Drinking Water Companies, Majalengka Regency

To determine the magnitude of the effect of the independent variable partially using a two-way test (two tailed test) using = 5% with a confidence level of 95%. From the results of simple linear regression analysis of the pair Data on the Job Satisfaction (X1) variable on the Organizational Citizenship Behavior (Y) variable obtained the regression direction coefficient as follows:



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Coefficients ^a										
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error				Beta	Zero-order	Partial	Part	Tolerance
1 (Constant)	5,422	4,954		1,094	,281					
KEPUASAN KERJA	,438	,137	,438	3,206	,003	,776	,466	,292	,444	2,251
KOMITMEN ORGANISASI	,454	,137	,454	3,323	,002	,780	,479	,302	,444	2,251

b. Dependent Variable: ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Based on the results of the calculation of the coefficient of determination with the variable job satisfaction on organizational citizenship behavior is 0.776. This means that the variable job satisfaction has a high close relationship and has a positive effect on organizational citizenship behavior. This is evidenced by the value of the coefficient of determination which shows the effect of job satisfaction on organizational citizenship behavior of 60.22% while the remaining 39.78% is influenced by other variables not examined. Based on the results of the t test, the job satisfaction variable has a significant value of $0.003 < 0.05$. This means that H_0 is rejected and H_a is accepted, so the first hypothesis which states that it is suspected that there is a significant influence between job satisfaction and organizational citizenship behavior can be proven true. This means that the results of this study indicate that there is an influence between job satisfaction on organizational citizenship behavior.

- b. The Influence of Organizational Commitment on Organizational Citizenship Behavior in the Central Drinking Water Company of Majalengka Regency

Based on the results of the calculation of the coefficient of determination with the variable organizational commitment to organizational citizenship behavior is 0.780%. This means that the organizational commitment variable has a high close relationship and has a positive effect on organizational citizenship behavior. This is evidenced by the value of the coefficient of determination which shows the effect of organizational commitment on organizational citizenship behavior by 60.84% while the remaining 39.16% is influenced by other variables not examined. Based on the results of the t test, the organizational commitment variable has a significant value of $0.002 < 0.05$. This means that H_0 is rejected and H_a is accepted, so the second hypothesis which states that it is suspected that there is a significant influence between organizational commitment to organizational citizenship behavior can be proven true. That is, the results of this study indicate that there is an influence between organizational commitment to organizational citizenship behavior.

- c. The Influence of Job Satisfaction and Organizational Commitment to Organizational Citizenship Behavior at the Central Drinking Water Company of Majalengka Regency

The next step before testing the hypothesis is to calculate the multiple regression equation of the Job Satisfaction (X1) and Organizational Commitment (X2) variables together on Organizational Citizenship Behavior (Y). Here's the calculation:

Coefficients ^a										
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error				Beta	Zero-order	Partial	Part	Tolerance
1 (Constant)	5,422	4,954		1,094	,281					
KEPUASAN KERJA	,438	,137	,438	3,206	,003	,776	,466	,292	,444	2,251
KOMITMEN ORGANISASI	,454	,137	,454	3,323	,002	,780	,479	,302	,444	2,251

b. Dependent Variable: ORGANIZATIONAL CITIZENSHIP BEHAVIOR



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Based on the table above, it can be seen that the regression coefficient $b_1 = 0.438$, $b_2 = 0.454$ and the constant = 7.003. From the three coefficients, the regression equation $Y = 5.422 + 0.438X_1 + 0.454X_2$ is obtained. From this regression equation, the significance of the regression equation will be tested using the Statistical Product and Service Solution (SPSS) program. The results of the multiple regression significance test are listed in the following table:

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2705,199	2	1352,600	41,867	,000 ^b
Residual	1195,370	37	32,307		
Total	3900,569	39			

a. Dependent Variable: ORGANIZATIONAL CITIZENSHIP BEHAVIOR
 b. Predictors: (Constant), KOMITMEN ORGANISASI, KEPUASAN KERJA

Based on the results of the calculation of the coefficient of determination with the variable job satisfaction and organizational commitment to organizational citizenship behavior is 0.694. This means that the variables of job satisfaction and organizational commitment have a high relationship and have a positive effect on organizational citizenship behavior. This is evidenced by the value of the coefficient of determination which shows the effect of job satisfaction and organizational commitment on organizational citizenship behavior of 69.40% while the remaining 30.60% is influenced by other variables not examined. Based on the results of the F test obtained F_{table} of 3.25. Because $F_{count} = 41,867 > F_{table}$ 3,25 then H_0 is rejected and H_a is accepted, meaning that job satisfaction and organizational commitment have a positive and significant effect on organizational citizenship behavior. Thus it can be concluded that the hypothesis in this study is proven true. That is, the results of this study indicate that there is an influence between job satisfaction and organizational commitment on organizational citizenship behavior. This means that when job satisfaction and organizational commitment go well, employees will carry out their work well, which means employees have good organizational citizenship behavior in the organization.

3.6 Model accuracy test (F test)

F test is a test used to identify the accuracy of the model and the influence of variables simultaneously. The distribution of F values is only in the positive direction, if the calculated F result is greater than 4, then the model tested with the choice of variables is correct (fit). The results of the F test using the SPSS computer program can be seen in the following table:

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2705,199	2	1352,600	41,867	,000 ^b
Residual	1195,370	37	32,307		
Total	3900,569	39			

a. Dependent Variable: ORGANIZATIONAL CITIZENSHIP BEHAVIOR
 b. Predictors: (Constant), KOMITMEN ORGANISASI, KEPUASAN KERJA

The results of the F test above are known by using a 5% confidence level, the F_{table} value is obtained at $df_1 = 2$ and $df_2 = 42$; of 3.25.

Based on the results of the analysis of the F test, the F_{count} value of $41.867 > 3.25$ with a probability of 0.000 ($P < 0.05$), this means that the variables of work commitment and job satisfaction together have a significant influence on organizational citizenship behavior.

3.7 Coefficient of Determination

The coefficient of determination (R^2) is a comparison between the variation of Y described by X_1 and X_2 together compared to the total variation of Y. If r^2 is greater or closer to 1, the model is more accurate. The larger n (sample size) then the value of R^2 tends to be smaller. On the other hand, in time series data, as the following SPSS for windows calculation results:



Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.833 ^a	.694	.677	5,684	2,018

a. Predictors: (Constant), KOMITMEN ORGANISASI, KEPUASAN KERJA

b. Dependent Variable: ORGANIZATIONAL CITIZENSHIP BEHAVIOR

The coefficient of determination (R²) test shows the magnitude of the variation of the dependent variable that can be explained by the independent variables in the model. The value of R² ranges from 0 to 1. If R² is close to 1, this indicates that the variation of the dependent variable together can be explained by the variation of the independent variable. Conversely, if the value of R² is close to 0, then the variation of the dependent variable cannot be explained by the independent variable. The results of the R² test obtained a coefficient of determination (R²) of 0.694 when written in the form of a percentage of 69.4%. This figure explains that the determination or contribution of the variable job satisfaction and organizational commitment is 69.4%. This means that the contribution of other factors (besides job satisfaction and organizational commitment) to organizational citizenship behavior is 30.6%.

4. Conclusions

Based on the results of research and data analysis that has been carried out at the Central Drinking Water Company of Majalengka Regency regarding Job Satisfaction and Organizational Commitment to Organizational Citizenship Behavior, the researchers draw the following conclusions:

- Job Satisfaction at the Central Drinking Water Company of Majalengka Regency is included in the high criteria. Job satisfaction has a positive and significant effect on Organizational Citizenship Behavior. This means that if job satisfaction is high, the higher will be the emergence of Organizational Citizenship Behavior in the Central Drinking Water Company of Majalengka Regency.
- Organizational Commitment to the Central Drinking Water Company of Majalengka Regency is included in the high criteria. Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior. This means that if the organizational commitment is high, the higher will be the emergence of Organizational Citizenship Behavior in the Central Drinking Water Company of Majalengka Regency.
- Organizational Citizenship Behavior at the Central Drinking Water Company of Majalengka Regency is included in the high criteria. Job Satisfaction and Organizational Commitment have a positive and significant influence together on Organizational Citizenship Behavior at the Central Drinking Water Company of Majalengka Regency.

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