

The Role Of Job Satisfaction Towards Organizational Citizenship Behavior (OCB)

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Abstract: Job satisfaction is a factor that can influence organizational citizenship behavior (OCB). This study aims to empirically examine the relationship between job satisfaction and OCB. The subjects in this study were lecturers at the University of X, and all of whom were permanent lecturers and had worked for at least 1 year. Subject selection was randomized and the sampling technique was randomized sampling. Methods used to collect the data were the scale of job satisfaction, and OCB scale. Data analysis used was product moment correlation techniques. Based on the results of hypothesis testing between job satisfaction and OCB, the results of the correlation coefficient (r) were = 0.331 with a significance level (p) of = 0.000 ($p < 0.01$) which meant that there was a very significant positive relationship between job satisfaction and OCB. The magnitude of the influence of job satisfaction on OCB was 11% of OCB, and the remaining 89% was influenced by other variables outside of this study.

Keywords: Job Satisfaction, Lecturer, Organizational Citizenship Behavior, University

1. INTRODUCTION

Muhammad [1] realizes the importance of human elements as real wealth of any organization. The human element is the foundation for achieving organizational success, and humans are the main nerves for any organization so that humans are the most valuable resource for the organization and the most influential factor for productivity of organizations that cannot be eliminated or replaced [2]. To achieve organizational goals employees must have organizational citizenship behavior (OCB) [3]. In accordance with the opinion of Yen and Niehoff [4] which states that to improve the quality of human resources, developing OCB is one way to achieve the quality of human resources. The positive impact of OCB for organizations is its ability to increase the effectiveness and success of organizations by optimally utilizing resources [5]. Hui, Lawa, and Lam [6] add that with OCB behavior, employees will be able to help each other or support each other in working environment better. Previous research has shown that OCB has a strong positive impact on individual work outcomes [7]. OCB is a valuable and beneficial behavior for employees and organizations, because the impact produced by OCB can increase organizational effectiveness [8]. According to Nezakati, Asgari, Karimi, and Kohzadi [9] employees with OCB will contribute more than their role beyond their official responsibilities to organizational goals.

OCB is volunteer behavior and non-compulsory behavior that is not defined in official employee job descriptions but contributes to the effective improvement of tasks and roles in an organization [10]. Gruys and Sackett [11] define OCB as employee behavior beyond intentional mandatory tasks that benefit the interests of the organization. According to Robbins, [12] OCB is a choice behavior that is not part of an employee's formal work obligations but supports the achievement of organizational goals. Meanwhile according to Organ, Podsakoff, and MacKenzie [13]. OCB is an attitude or behavior of employees that is carried out voluntarily, sincerely, happily without having to be governed and controlled by the organization in providing good service. Zeinabadi [14] empirical research on the relationship of quality between job satisfaction

and OCB found that intrinsic job satisfaction is the dominant variable that affects OCB directly. While the findings produced by Islam, Ahmad, and Ahmed, [15] also show that employee job satisfaction can increase employee OCB. Empirically, According to Arasli and Baradarani [16] employee job satisfaction is positively related to OCB. In line with previous research, the results of the research by Salehi and Gholtash [17] also found that job satisfaction has a positive influence on OCB, which means that by increasing job satisfaction, the level of OCB employees will similarly grow. Job satisfaction is defined as the level of positive emotional response to work resulting from the individual's assessment of the work in accordance with individual values [18]. Hammami, Chalbi, Ben, and Elgazzeh [19] define job satisfaction as a positive internal feeling about work that can increase the organization's production. According to Saraf, Langdon, and Gosain [20] job satisfaction is a work tendency that involves positive feelings about work or positive perceptions during work practices and the absence of stress and anxiety during the work process. Meanwhile Sairafi [21] explains that job satisfaction reflects the difference between what individuals have achieved and what individuals really want to achieve. The purpose of this study is to determine the relationship between job satisfaction and OCB on lecturers at the University of X.

2 RESEARCH METHOD

The method used in this study is the correlational method. The variables in this study are OCB as dependent variables and the job satisfaction as independent variable.

2.1 Research Subject

The subjects in this study were permanent lecturers at the University of X. The number of subjects used in this study were 202 lecturers. Sampling used in this research is simple random sampling technique by lottery. The criteria as subjects in this study are as follows: a) Those are permanent lecturers in university of X because they are assumed to have completed training period and have adequate understanding about their job description. b) Have worked at least 1 year because in that period the employee can adjust to the conditions and environmental conditions at the University of X, internalize the norms and rules that exist in the University of X and understand the values of the goals of University X.

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2.2 Measuring Instruments

The method of data collection used as a measurement tool is the Likert model scale with four answer options, namely: SS (very appropriate), S (appropriate), TS (not appropriate), STS (very inappropriate). The first scale is the OCB scale and the second scale is the scale of job satisfaction. OCB was revealed by using OCB scale arranged according to the aspects proposed by Organ, Podsakoff, and MacKenzie [13] which included conscientiousness, altruism, civic virtue, sportsmanship, and courtesy. Job satisfaction is revealed by the scale of job satisfaction arranged according to the aspects proposed by Smith, Kendall and Hulin [22], [23], namely the work itself, salary, promotion, supervision, and coworkers.

2.3 Validity and Reliability of Measuring Instruments

The results of the trial analysis of 30 OCB scale subjects showed that the results of the reliability coefficient (α) of 0.891 with the corrected item-total correlation range moving from 0.433 to 0.721. Valid and reliable items that will be used for research are 16 items. The results of the analysis of trials on 30 subjects of job satisfaction scale showed that the results of the reliability coefficient (α) of 0.960 with the range of the index different power items (corrected item-total correlation) moving from 0.623 to 0.843. Valid and reliable items that will be used for research are 17 items.

2.4 Data Analysis

Methods Analysis of the data used for testing this hypothesis is the product moment correlation technique from Pearson. Before analyzing the data using product moment correlation techniques, the assumption test was carried out first, which included the normality test and linearity test. Data analysis is done by using Static SPSS for Windows Release 19.0.

3 RESULT AND ANALYSIS

3.1 Prerequisite Test

3.1.1 Normality Test

A variable is said to be normal if the value is $p > 0.05$. The results of the analysis show that the OCB value obtained is $p = 0.186$ while the scale of job satisfaction results is $p = 0.852$ which means $p > 0.05$ so it is concluded that the distribution of research data has been spread normally.

TABLE 1
NORMALITY TEST

Variable	Score KS-Z	Sig.	Criteria	Explanation
OCB	1.090	0.186	$P > 0.05$	Normal
Job satisfaction	0.609	0.852	$P > 0.05$	Normal

3.1.1 Linearity Test

Linearity test uses the F test (test for linearity) if the value of $p < 0.05$, it can be concluded that the relationship between the two variables is linear. The results of the analysis obtained a value of $p = 0.000$ which means $p < 0.05$, meaning that between the variables of job satisfaction and OCB there is a linear relationship.

TABLE 2

LINEARITY TEST

Variable	F	Sig.	Criteria	Explanation
Job Satisfaction to OCB	23.608	0.000	$P < 0.05$	Linear

3.2 Hypothesis Test Result

Based on hypothesis testing using the Pearson correlation test, the results of the correlation coefficient is (r) of = 0.331 between job satisfaction and OCB with a significance level (p) of = 0.000 ($p < 0.05$) which means there is a very significant positive relationship between job satisfaction and OCB.

TABLE 3

HYPOTHESIS RESULT

Variable	r	R Squared	Sig.	Criteria	Explanation
Job satisfaction and OCB	0.331	0.110	0.000	$P < 0.05$	Correlated

The results showed that there was a very significant positive relationship between job satisfaction and OCB on lecturers at the University of X. This is in line with previous research conducted by Tharikh, Ying, and Saad, [24] that between job satisfaction and OCB there is a positive relationship statistically significant. Supported by the results of the study of Zeinabadi and Salehi [25] who found that one of the factors that need to be considered to increase OCB is employee job satisfaction. Meanwhile the findings produced by Nadiri and Tanova [26] also support that employee job satisfaction can determine the level of OCB of employees in an organization. The results of the analysis also shows that the magnitude of the effect of job satisfaction on OCB is 0.110 which means that the job satisfaction variable contributes 11% to OCB, and the remaining 89% is influenced by other variables not identified in the study. According to Salehi and Gholtash [17] the factors that influence OCB include job burnout problems, and organizational commitment. Meanwhile the empirical findings of Arasli and Baradarani [16] show that leadership, fair management, structured processes, teamwork, employee orientation and continuous improvement affect OCB. Working as a lecturer is perceived as an interesting, challenging, and has a good career development. In addition, the salary received by lecturers is now felt to be more appropriate, the promotion system carried out by the leadership also provides benefits to lecturers such as opportunities for further study and position. Many lecturer jobs are carried out with a team system so that the lecturer feels support from coworkers and superiors. This makes the lecturer perform OCB behavior at work. Lecturers are high in attendance and absenteeism does occur in various occupations and are willing to work together with the team and help colleagues in completing their work.

4 CONCLUSION

Based on the results of the research data analysis, the conclusion in this study is that there is a very significant positive relationship between job satisfaction and OCB. That is, the higher the job satisfaction, the higher the OCB of the lecturer and vice versa. The lower the job satisfaction, the lower the OCB for the lecturer.

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