

Analysis of The Influence of Job Satisfaction, Organizational Commitment, Working Period and Perceived Quality Relationship on The Organizational Citizenship Behaviour (OCB) employees of PT Karsa Prima Permata Nusa, Indonesia

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Abstract

Organizational citizenship behaviour (OCB) is a willingness to play an extra role regardless of whether or ungiven a formal award. This study aims to analyze how the influence of employees' job satisfaction, organizational commitment, employees' working period, and perceived quality relationship quality on OCB employees in PT KPPN. Formulating effective policies to address issues related to the still low OCB employees at PT KPPN. The independent variables in this study are employees' job satisfaction, organizational commitment, employees' working period, and perceived quality relationship quality. The dependent variable of this research is organizational citizenship behaviour (OCB). The subject of this research was 34 employees at PT KPPN. This study uses questionnaires in data gathering, whereas hypothesis testing uses F-test and t-test. The hypothesis analysis concluded that work satisfaction and organizational commitment have significant influence over OCB. These results show that the higher the job satisfaction and organizational commitment of an employee, it will increase the employee's OCB.

Keywords: Job Satisfaction, Organizational Commitment, Working Period, Perceived Quality Relationships, Organizational Citizenship Behaviour.

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INTRODUCTION

In an organization, the existence of human resources plays an important role in improving the organization's performance, success, and effectiveness. This is because of the increasingly competitive situation resulting in increased competition, thus requiring the organization to have qualified employees or human resources. One factor that is one of the most important requirements that must be owned by each employee today is to have strong or high organizational citizenship behaviour (OCB). According to Robbins [1], OCB is voluntary conduct that does not form part of the employee's formal employment obligations but can effectively support the organization's function. OCB is an important factor for organizational efficiency, organizational effectiveness, innovation and adaptability in diverse organizations [2]. Employees with OCB will have high loyalty to the organization where they work, and will naturally feel comfortable and secure with their work [3].

According to Katz in Bolon [4], employees with high OCBs tend to act to protect the company and

its assets, provide constructive suggestions for improving company performance, eager to train them to do additional work, happy to create a good organizational climate for colleagues and environment, always willing to work together. Companies with high OCB employees have proven to have higher performance than companies with low OCB [1]. The results of empirical studies have shown that OCB has a significant effect on the company's performance [5].

PT Karsa Prima Permata Nusa (PT KPPN) located in Medan is one of the companies that produce ready-mix concrete with the red and white sale of concrete. One of the major projects currently serviced by red-white concrete is the construction of a podomoro city deli field. For Medan itself, infrastructure development in the future will continue to grow. This is based on information from Bappeda Sumut; there are 17 national strategic projects in North Sumatra in 2018. These projects are divided into toll road infrastructure projects, inter-city rail infrastructure and infrastructure development projects, new port development projects and capacity building, LPG gas or terminal pipeline projects, water supply infrastructure projects, dam

projects, priority industrial area development, tourism, and smelter development projects.

Permanent staff is a key factor in the success of a company that can not simply be ignored as all operating activities of the company are still controlled and employed by employees. Organ; Podsakoff; and Mackenzie [6] have identified four main dimensions in measuring OCB, namely helping behaviour (conscientiousness, sportsmanship, and civic virtue). Organ [3] also reveals that OCBs that are raised by a person can be seen from those dimensions. If each employee shows all of these dimensions in carrying out the work, it can be said that employees have a high OCB score.

The dimension of conscientiousness is the behaviour shown by trying to exceed the expectations of the company. In the KPI employee assessment data there is also a valuable aspect of this dimension of conscientiousness. The dimension of helping behaviour is the behaviour that helps other employees without compulsion, and voluntarily. In the KPI employee assessment, there is also an assessment of the dimension of helping behaviour. The dimensions of civic virtue are employees participating actively in thinking of organizational life or behaviour that demonstrates responsibility for organizational life to improve the quality of employees.

Many factors can shape OCB, one of which is job satisfaction. The statement is classified as logical which assumes that job satisfaction is a key determinant of OCB employees [1]. Robbins and Judge [7] argue that job satisfaction explains a positive feeling about work, resulting from an evaluation of its characteristics. Satisfied employees are more likely to speak positively about the organization, help colleagues, and make their performance beyond normal estimates, more than that satisfied employees are more compliant with task calls, as they want to repeat they're positive experiences [1]. Bateman and Organ [8] state that all dimensions of job satisfaction such as work, co-worker, supervision, promotions, pay and overall are positively correlated with OCB.

Research conducted by Kim [9], Bolon [4], and Alotaibi [10] believe that apart from employee job satisfaction it turns out that employee organizational commitment also has a positive and significant influence on OCB. Organizational commitment is psychologically that characterizes the relationship between employees and their organizations. Such organizational commitment can be a factor in determining the continuity of employee relations with its organization [12]. According to Meyer and Allen [11], organizational commitment is a construct that includes needs, desires and obligations implemented into three components namely affective, continuance and normative.

Milner [13] argues that high-quality top-level interaction will have an impact such as increased job satisfaction, productivity, and employee performance. Riggio [14] concludes that if the interaction of leaders and workers is of high quality then a leader will have a positive view of the members, in the end, the members feel supported and motivated. Sommers *et al.* [15] State the working period can serve as an OCB predictor because these variables represent measurement of employee investment in the organization. The longer the employee works in an organization, the higher the employee perception that they have an investment in it.

Based on the problem background that has been elaborated, the main problem that will be solved in this research is the OCB value gap expected by the company with the fact of employee OCB value of PT. KPPN, which will analyze in this research:

RQ1: Does the employees' job satisfaction have a significant effect on OCB employees at PT KPPN?

RQ2: Does the employees' organizational commitment have a significant effect on OCB employees at PT KPPN?

RQ3: Does the employees' working period have a significant effect on OCB employees at PT KPPN?

RQ4: Does the perceived quality relationship have a significant effect on OCB employees at PT KPPN?

LITERATURE REVIEW

Organizational Citizenship Behaviour (OCB)

Performance evaluation of employees is usually based on the job description compiled by the organization. As a result, the performance of an employee can be seen from his ability to perform tasks in accordance with the job he is responsible, as stated in the job description. Conducting work in accordance with the task in the job description is called in-role behaviour [16]. It should be if the organization wants to measure employee performance, not just the tasks contained in the job description alone. However, it is a necessary extra role for the completion of these tasks. Employee contributions "above and above" formal job descriptions are often referred to as Organizational Citizenship Behavior [17].

OCB is also defined as the behaviour of individuals who have the freedom to choose, which is indirectly or explicitly recognized by the reward system and contributes to the effectiveness and efficiency of organizational functions [5]. Organ [5] also states OCB as behaviour and attitude that benefits the organization that can not be grown through a formal role obligation basis or by contract or compensation form.

OCB emphasizes on social contracts between individuals with their colleagues and also between individuals and organizations that are usually compared

to in-role behaviour based on the performance required by the organization [18]. Based on the definition of OCB already described above it may be drawn to some of the essential points of mind that OCB emphasizes on social contracts between individuals with co-workers and between individuals and organizations. Usually compared with in-role behaviour based on the performance required by the organization [18]. Based on the definition of the OCB described above it may be drawn to some essential points of mind, namely: 1) Free, not for personal benefit but for other parties and also voluntarily. 2) Not ordered in a formal way. 3) Not recognized by compensating or formal awards.

Organizational Citizenship Behavior (OCB) is broadly meaningful as a contributing factor to the overall work of the organization. Organ [5] mentions there are five aspects of OCB, namely 1) Conscientiousness, 2) Altruism, 3) Civic Virtue, 4) Sportsmanship, 5) Courtesy, Factors that may influence the incidence of OCB are complex and interconnected with each other. According to Organ [19] factors that can affect organizational citizenship behaviour, namely 1) Job Satisfaction. 2) Organizational Culture and Climate. 3) Personality and Mood (Mood). 4) Perceptions of organizational support. 5) Perceptions of relationship quality. 6) Working Period. 7) Gender.

Job Satisfaction

As'ad [20] provides the definition of employee satisfaction "is the way an employee feels about his job"; This definition is in line with the definition given by Gibson [21] that is "Job Satisfaction is the attitude the employee has on his job." From the definition of job satisfaction, it is concluded that job satisfaction is an individual's sense of their work. Luthans [22] argues that there are 5 dimensions in job satisfaction ie 1) The work itself. In this case where work provides interesting tasks, opportunities for learning, and opportunities to accept responsibility. 2) Salaries, the number of wages received and the extent to which this could be viewed as reasonable and appropriate compared to others in the organization. 3) Promotional opportunities, an opportunity to be able to advance within the organization. 4) Supervision, supervisory ability to provide technical assistance and behavioural support. 5) Co-workers, a level where technically-comrades are technically and socially supportive. Research by As'ad [20] finds that something that causes contentment is 1) achievement, 2) rewards, 3) promotion, and 4) praise. While the factors that cause dissatisfaction are 1) company policy, 2) supervisor, 3) working conditions, and 4) salary.

Yuniar *et al.* [23] Said that employees would perform more than the mandatory formal obligations determined when they get job satisfaction. Fahr *et al.* [24] Conclude that satisfaction affects OCB but through the perception of justice. Fahr *et al.* [24] Explain essentially satisfaction comes from the concept of fair

results and procedures. When an employee does not like the procedure applied by the boss, it feels unfair with the policies and wages applied, and employees' job satisfaction will weaken. On the contrary, when employees consider fair organizational processes and outcomes, discrimination will also develop.

When an employee experiences satisfaction in carrying out his or her job, of course, the employee will make the most of his or her ability to complete his job. Thus productivity and productivity of employees will increase optimally. Even satisfied employees will have the willingness to do more and beyond their formal responsibilities. This willingness is known as OCB [26].

The influence of job satisfaction on Organizational Citizenship Behavior (OCB)

Robbins & Judge [1] has suggested that logical thinking to assume job satisfaction is a key determinant of organizational citizenship behaviour (OCB). Satisfied employees will usually talk positively about the organization, help other employees, and exceed targets in their work, this is because they want to respond to their positive experience. Fahr *et al.* [24] Concluded that employee satisfaction influenced OCB but through the perception of justice.

Organ, Podsakoff, and Mackenzie [6] argue that organizational citizenship behaviours are a form of behaviour that is an individual choice and initiative and not related to the organization's formal reward system. There are several factors that influence OCB, one of which is job satisfaction. Job satisfaction explains and addresses a positive feeling about work, resulting from an evaluation of its characteristics [1]. Robbins & Judge [1] argues that job satisfaction is the key determinant factor of OCB from an employee. Research conducted by Mahendra [26] shows that there is a positive and significant influence on job satisfaction with OCB. Research conducted by Rohayati [27] states that job satisfaction variables have a positive and significant effect on OCB.

Komitmen Organisasional

Organizational commitment is the attitude of employees to remain loyal and loyal to the company and willing to continue to work as best they can [1]. Meyer and Allen [28] formulated the definition of organizational commitment as a psychological construct that describes the characteristics of member relationships with the organization and has an implication on the individual's decision to continue membership in the organization, members who have a commitment to their organization will be able to survive and best for an organization.

In this study, measuring the type of commitment relationship with OCB is the choice of commitment types in accordance with Meyer and Allen

[29], namely: 1) Affective Commitment, 2) Normative Commitment, 3) Commitment Commitment), Sopiah [30] suggests organizational commitment has three indicators namely employees' willingness, employee loyalty, and employee engagement within the organization. Commitment to the organization is unlikely to happen, but through a process that is quite long and gradual. Sopiah [30] develops a scale called Self-Report Scales which utilizes to measure the commitment of an employee to the organization, which is a description of the three aspects of commitment: (a) acceptance of organizational goals, (b) the desire to work hard, the desire to survive being part of the organization. The commitment of an employee to the organization is multilevel, from the lowest level to the highest level. According to Sopiah [30], low-commitment employees will have an impact on turnover, high attendance rate, increased job slack and lack of intensity to survive as employees in the organization, low quality of work and lack of loyalty to the company. Sopiah [30] adds that if the employee's commitment is low then the employee may trigger poor employee behaviours, such as an employee who has an immediate impact on the reputation of the company where the employee works will decrease, the loss of client's trust and the impact furthermore is the decline of the company's profits.

The Effect of Organizational Commitments on Organizational Citizenship Behavior (OCB)

Employees must have good commitment and behaviour to achieve organizational expectations. Organizational commitment refers to identifying organizational goals and interests to remain part of an organization where employees work. Increasing contributions to organizations is the result of organizational commitment to employees and tend to make employees behave Organizational Citizenship Behavior (OCB). Greenberg & Baron [31] strengthens this statement as more and more employees are committed to the organization, more and more employees exceed work demands when needed.

Working Period

Nitisemito [32] suggests that the period of work is the length of time an employee contributes energy to a particular company. How big and how long the workforce can be needed to achieve satisfying results in work depends on ability, skills and skills. Working period is the length of time an employee works for an organization.

Siagian [33] defines the period of work as a whole lesson obtained by someone through the events that have been passed in his life. Then Alwi [34] states, that work period is the period of time or length of time someone works in an agency, office or so on.

Working period is the length of time an employee works for a company. The working period

can be measured in units of time, such as years or months. The working period is closely related to one's work time, that is, in terms of the quantity of a person in carrying out their work. In line with the increasing work period, it is expected that employees will grow and the company belongs to them.

The Effect of Working Period on Organizational Citizenship Behavior (OCB)

According to Muchdarsyah [35], that working period is a form of employee service that causes every employee to have a sense of responsibility, sense of belonging, courage and self-esteem in the survival of the company. Sommers *et al.* [15] Argue that the working period function is one of the predictors of organizational citizenship behaviour because the variable represents the measurement of employee investment in the organization. This is in line with Kim's research [9], where his research found that working years had a significant influence on OCB

Perceived quality relationship between the leader and subordinates

Basically, an organization formally and indirectly will determine how an employee acts in his job through an existing job description. In reality, what happens when an employee does his job is not only based on the job description, but also through a role in the making process. Employees who are new to an organization must be involved in the process of forming this role which will regulate the way the employee acts in relation to work in the organization [36]. According to Graen [36], the quality of exchange relationship between an employee and his supervisor is a result of the process of forming that role.

According to Tosi *et al.* [37] that subordinate-supervisor relationships are role-based relationships because they occur in the process of forming roles by an employee who interacts with his supervisor. Through the formation of these roles, interactions or relationships between subordinates are created that vary. According to Wakabayashi and Graen [38] in measuring the high and low quality of the interaction of subordinate superiors, the aspects that must be considered are 1) the ability of a superior to approachability and act flexibility to his subordinates. 2) Willingness to use its authority to help subordinates solve problems faced. 3) Clarity of expectations and feedback of superiors aimed at subordinates. 4) The ability of subordinates to be able to influence superiors in changing roles played. 5) Opportunity from a subordinate to be with a superior to carry out informal activities after working hours.

The Effect of Perceived Quality Relationships on Organizational Citizenship Behavior (OCB)

Research on OCB in the perspective of social exchange by Konovsky and Pugh [39], they suggested that a good leader would be able to encourage OCB.

This is caused by a social exchange relationship developed between employees and their superiors. On the basis of the concept of social exchange, if an employee is properly and fairly treated by his boss, the employee will reciprocate with OCB. Variations that occur from the quality of the relationship between superiors from high to low will have implications for an organization. Positive influence on various employee work behaviours in the organization of work can arise through good interaction between subordinate superiors.

According to Wayne *et al.* [40], the high quality of interaction between subordinates and superiors can give effect to the employee doing work other than what they normally do, while employees who have a low quality of interaction with their superiors will tend to do routine work only. OCB can be defined as behaviour carried out more than the job description in accordance with the contract agreed upon by an employee [41]. This shows that there is a positive relationship between the quality of subordinates' superior interactions with OCB.

Hypotheses Development

The hypotheses developed in this study are as follows:
 H1: There is a significant influence on employee satisfaction on Organizational Citizenship Behavior (OCB) employees of PT KPPN.
 H2: There is a significant effect of employee organizational commitment on employees of Organizational Citizenship Behavior (OCB) of PT KPPN.

H3: There is a significant effect of employee work period on Organizational Citizenship Behavior (OCB) employees of PT. KPPN.

H4: There is a significant influence of perceptions on the quality of the relationship to the employee's Organizational Citizenship Behavior (OCB) of PT KPPN.

H5: There is a significant influence on job satisfaction, organizational commitment, employee service life and perceived quality relationship on the employees of Organizational Citizenship Behavior (OCB) of PT KPPN.

RESEARCH METHODS

This research will be conducted within the scope of PT Karsa Prima Permata Nusa (PT. KPPN) located in Medan. This type of research is quantitative associative research. Population in this research is as many as 207 people, with the population characteristics; the sample number according to the criteria of the research subject is as many as 34 people. Type of data analysis in this research is the type of quantitative data analysis. Data collection technique used in this research is 1) Interview, 2) Questionnaire, 3) Library Study. Data types used in this research are primary and secondary data.

RESULTS & DISCUSSION

Results

Normality Test

Table-1: Kolmogorov-Smirnov Normality Test Value for OCB

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		34
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.42137993
Most Extreme Differences	Absolute	.145
	Positive	.145
	Negative	-.098
Kolmogorov-Smirnov Z		.843
Asymp. Sig. (2-tailed)		.477
a. Test distribution is Normal.		

Multicollinearity Test

Table-2: Multicollinearity Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
(Constant)	12.869	3.105			
Job satisfaction	.605	.027	.946	.843	1.186
Organizational Commitment	.100	.045	.134	.390	2.565
Working Period	.287	.199	.065	.708	1.413
Perceived quality relationship	.007	.073	.006	.442	2.261

Based on the results obtained in table 2, the VIF value of each independent variable to the dependent variable is not more than 10. The VIF value of the job satisfaction variable is 1.186, the organizational commitment variable is 2.565, the working period variable is 1.413 and the variable perceived quality relationship is amounting to 2,261. In addition, it was also found that the tolerance value of each independent variable to the dependent variable was > 10% or 0.1. The tolerance value for the job

satisfaction variable is 0.843, the organizational commitment variable is 0.390, the working period variable is 0.708 and the variable perceived quality relationship is 0.442. It can be concluded that there is no correlation between variables in the group or no multicollinearity in the linear regression model.

Heteroscedasticity test

Heteroscedasticity test results can be seen in table 3 below:

Table-3: Heteroscedasticity test results

Variable	Coefficient	T	Sig
Job satisfaction	0,126	0.680	0,502
Organizational Commitment	0,552	2.030	0,052
Working Period	0,096	0,473	0,639
Perceived quality relationship	0,209	0,818	0,420

From table 3, it can be seen that all independent variables have a significance value of more

than 0.05. it was concluded that these variables did not have heteroscedasticity problems.

Hypothesis testing

Table-4: Hypothesis Testing Results (F-test)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1515.800	4	378.950	164.834	,000 ^b
	Residual	66.671	29	2.299		
	Total	1582.471	33			

a. Dependent Variable: OCB
 b. Predictors: (Constant), Perceived quality relationship, Working Period, Job satisfaction, Organizational Commitment

Table-5: Hypothesis Testing Results (T-test)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.869	3.105		4.145	.000
	Job satisfaction	.605	.027	.946	22.784	.000
	Organizational Commitment	.100	.045	.134	2.199	.036
	Working Period	.287	.199	.065	1.442	.160
	Perceived quality relationship	.007	.073	.006	.103	.919

a. Dependent Variable: OCB

Based on the regression results in table 5, it can be seen that the statistical value of F is 164.834 (> F-table = 2.69) with a significance value of 0,000 <0.05 indicating that there is a significant influence on job satisfaction, organizational commitment, employee work period and perceived quality relationship with the Organizational Citizenship Behavior (OCB) of PT. KPPN simultaneously.

The first hypothesis in this study was the influence of job satisfaction significantly on OCB. The test results show the coefficient value of b1 is 0.605 with a significance value of 0.000 <0.05, which means that there is a positive and significant influence on the variable job satisfaction on OCB. The test results are in line with the hypothesis that has been made where there is a significant effect of job satisfaction on OCB. The t-

count value is 22,784 while the t-table is 2,04523. If $t \text{ count} > t\text{-table}$ then the significant value is smaller than 5% and the first hypothesis is accepted. This means that higher employee job satisfaction will increase the OCB of the employee.

The second hypothesis in this study is the significant influence of organizational commitment on OCB. Based on the results of hypothesis testing in table 4.13, it can be seen that the coefficient value of b_2 is 0.100 with a significance value of $0.036 < 0.05$, which means that there is a positive and significant influence on organizational commitment variables on OCB. The test results are in line with the hypotheses that have been made where there is a positive and significant influence of organizational commitment on OCB. The t-count value is 2.199 while the t-table is 2.04523. If $t \text{ count} > t\text{-table}$ then the significant value is smaller than 5% and the second hypothesis is accepted. This means that the higher the organizational commitment of employees, the more OCB increases from these employees.

The third hypothesis in this study is the influence of employee work periods significantly on OCB. The test results show a b_3 coefficient value of 0.287 with a significance value of $0.160 > 0.05$, which means that there is no significant and significant influence on employee work period variables on OCB employees. The value of t-count is 1.442 while the t-table is 2.04523. If $t \text{ count} < t\text{-table}$ then the significant value is greater than 5% and the third hypothesis is rejected. This means that the employee's working period does not increase the employee's OCB.

The fourth hypothesis in this study is that there is a significant effect of the perceived quality relationship on employee OCB. Based on the results of hypothesis testing in table 4.13 that the coefficient value of b_4 is 0.007 with a significance value of $0.919 > 0.05$, which means that there is no positive effect and the variable perceived quality relationship is significant for OCB employees. The t-count value is 0.103 while the t-table is 2.04523. If $t \text{ count} < t\text{-table}$ then the significant value is greater than 5% and the fourth hypothesis is rejected. This means that the higher the perceived quality relationship does not increase the employee's OCB.

The fifth hypothesis in this study is the influence of Job Satisfaction variables (X_1), Organizational Commitment (X_2), Work period (X_3), and Perceived quality relationship (X_4) significantly towards OCB (Y). Based on the results of the f test, it can be stated that the fifth hypothesis is accepted. The first and second hypotheses will be discussed and analyzed the positive and significant influence on OCB on PT Karsa Prima Permata Nusa employees.

CONCLUSIONS & SUGGESTIONS

CONCLUSION

Based on the results of the research and discussion, some of the conclusions that can be taken are as follows:

- Job Satisfaction has a significant effect on OCB employees of PT Karsa Prima Permata Nusa.
- Organizational commitment has a significant effect on OCB employees of PT Karsa Prima Permata Nusa.
- Work period has an insignificant effect on OCB employees of PT Karsa Prima Permata Nusa.
- The perceived quality relationship has an insignificant effect on OCB employees of PT Karsa Prima Permata Nusa.
- Job satisfaction, organizational commitment, working period and perceived quality relationship simultaneously have a significant effect on OCB employees at PT Karsa Prima Permata Nusa.

SUGGESTIONS

Based on the results of the research, some suggestions can be presented as follows:

Related to the low percentage of job satisfaction in terms of salary, PT Karsa Prima Permata Nusa can conduct an internal survey to find out where in the sense of imbalance in terms of salary. Attention to this problem can create internal justice that is felt to help employees to feel more satisfied. In addition, identification of the right paycheck can help companies and employees to establish mutualism relationships in the workplace. It is worth noting that salaries are not factors that can safeguard the level of employee satisfaction over the long term. However, if not considered, then employees will be dissatisfied. In terms of organizational commitment, results indicate that organizational commitment is one of the factors that cause low OCB employees of PT KPPN. Therefore, the company needs to increase the level of organizational commitment to be higher. One of the suggestions that can be given to increase employee organizational commitment at PT KPPN is to provide and provide training and workshops. This is meant for employees to feel that they care about investments in human resources through their employees. Through these actions, it is hoped that more confidence will increase and increase employee commitment. Develop policies that encourage employees to contribute. For example by providing a special suggestion box or email that accommodates the aspirations of PT Karsa Prima Permata Nusa employees of all levels. In the last week of each month opened and searched the idea that best suits the needs. The idea is to be rewarded for his contribution to the company. This can be tested to spur sharing spirit among employees and build higher commitments. For better results, it is advisable for further researchers to use larger samples and can add

the measuring tools used in accordance with the studied samples of the study.

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