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The Effect of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior at PT. Swadharma Sarana Informatika Operational Head Office

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ABSTRACT

This research aims to analyze the influence of job satisfaction and organizational commitment on organizational citizenship behavior (OCB). This research uses a quantitative approach with research subjects at PT Swadharma Sarana Informatika Operational Head Office. Determining the sample in this research used a non-probability sampling method with a convenience sampling technique using the Slovin formula to determine the number of respondents, so that only 75 employees were used as the sample for this research. Data were collected using a questionnaire which was then analyzed using multiple linear regression with the help of SPSS version 25 software. The research results showed that Job Satisfaction and Organizational Commitment had a simultaneous effect on Organizational Citizenship Behavior (OCB). Partially, Job Satisfaction influences Organizational Citizenship Behavior (OCB), Organizational Commitment influences Organizational Citizenship Behavior (OCB). And the Adjusted R2 value is 0.645 or 64.5%.

Keywords: Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior (OCB)

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INTRODUCTION

In the current era of globalization, change takes place and occurs very quickly. Organizations or companies are required to be able to adjust all related aspects to advance the company along with the current of existing globalization. Advances in science and technology that have been growing rapidly can transfer humans as the main resource into machine power because it is considered more efficient and can reduce the budget for paying employees. But in the midst of rapid technological development with the widespread use of sophisticated machines in an organization or company, human resources are still needed to be able to run the company because not all jobs can be replaced by machines.

Human resources have a very important role in achieving organizational goals, in addition to other resources owned by the organization. According to Piyandini (2021: 154) Human resources are the most important asset in a company or organization, if human resources do not carry out or carry out their roles properly, it will affect the company's goals. Companies often require employees to always do work according to their respective job descriptions, but companies often forget the behavior of employees who do work outside the job description.

In everyday life, SSI employees not only work inside the office but also outside the office. Such as visiting various partner banks and also to ATMs both during working hours and exceeding working hours (overtime). Employees must also be ready and willing to carry out work on weekends or on national holidays. Therefore, employees are required to have high loyalty and work commitment.

When the work schedule is on weekends or national holidays, there are employees who are absent even though there are still many jobs in the office. This makes other employees required to be able to replace and cope with the work. Employees also tend to arrive late and stall in doing their tasks. Work that should be completed by one person, cannot be completed and involves many people. This makes work not conducive and hampers the work of other employees. The absence of communication in the team is also one of the factors that affect the low OCB in employees.

Low promotion rates and the mismatch of salaries they get with high working hours. The existence of disharmonious relationships between employees regarding overlapping work, as well as bad relationships between superiors and subordinates

make employees not feel any satisfaction at work. Reprimands from superiors regarding work responsibilities also do not make employees improve themselves. It becomes a past wind that they do not heed.

To be able to increase employee OCB, it is very important for companies to know the cause of the emergence or increase of OCB. OCB is not a requirement of the role or job description with the organization but as a social behavior that employees voluntarily engage in towards fellow employees or organizations which otherwise does not get punishment. So it is still difficult to find employees who do OCB in an organization, but OCB behavior is very necessary to establish a close and harmonious relationship between the company and also fellow colleagues like employees in general who have to strive in advancing the company, leaders also have an obligation to develop employees in order to give their full loyalty to the company. If the company has done well, then employees will not hesitate to give the best to the company including serving sincerely in their company, including doing work outside their job description voluntarily without any expectation of reward. According to Organ (in Jemmy 2022: 33) states that OCB is the willingness of employees to take on roles that exceed their primary role in an organization, so it is referred to as extra role behavior. There are many factors that can affect OCB such as job satisfaction and organizational commitment.

According to Wibowo (2019: 131) job satisfaction is the level of pleasant feelings obtained from the assessment of a person's job or work experience.

According to Busro (2018), organizational commitment is the level of trust and acceptance of the workforce towards organizational goals and has the desire to remain in the organization.

RESEARCH METHOD

The research methods used in this study are quantitative methods with descriptive statistical analysis, data quality tests consisting of validity tests and reliability tests, classical assumption tests consisting of normality tests, multicollinearity tests and heteroscedasticity tests, multiple regression analysis tests, hypothesis tests consisting of F tests and t tests and determination coefficient tests. In quantitative research, the main criteria for research data are valid, reliable, and

objective (Sugiyono, 2019: 267).

The population in this study amounted to 300 employees of PT. Swadharma Sarana Informatika Operational Head Office. While the sample in this study was 75 employees. The sample was obtained using the nonprobability sampling method with convenience sampling techniques or Incidental Sampling. The measurement process in this study uses the Likert scale .

Regarding the data collection process, researchers use two ways, namely primary data and secondary data. In the primary data, researchers conducted structured and open interviews and distributed questionnaires directly to 75 employees of PT. Swadharma Sarana Informatika. Secondary data are obtained from literature studies such as books, journals or previous research related to research variables. There are also sources of internal company data obtained from company regulations or policies.

RESULT AND DISCUSSION

1. Result

The variables used in this study are, Job Satisfaction, Organizational Commitment, and *Organizational Citizenship Behavior* (OCB), which are tested statistically in the following table:

a. Descriptive Statistical Test

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Kepuasan Kerja	75	25	48	38.49	5.549
Komitmen Organisasi	75	15	35	29.71	3.948
OCB	75	49	91	77.11	9.490
Valid N (listwise)	75				

Source: Processed Primary Data, 2023

The table above shows that the results of the distribution of questionnaires conducted by this study obtained a minimum value on the Job Satisfaction variable of

25 which means respondents prefer strongly disagree (STS), disagree (TS), and neutral (N) answers, a maximum value of 48 which means respondents prefer affirmative (S) and strongly agreed (SS) answers, and a mean of 38.49, and a standard deviation of 5.549.

In the Organizational Commitment variable, a minimum score of 15 means that respondents prefer strongly disagree (STS), disagree (TS), and neutral (N) answers, a maximum value of 35 which means respondents prefer affirmative (S) and strongly affirmative (SS) answers, as well as an average value of 29.71, and a standard deviation of 3.948.

In the *Organizational Citizenship Behavior* (OCB) variable, the minimum score was 49 which means respondents preferred the strongly disagree (STS), disagree (TS), and neutral (N) answers, the maximum value of 91 which means respondents preferred the affirmative (S) and strongly affirmative (SS) answers, as well as an average value of 77.11, and a standard deviation value of 9.490.

After conducting a descriptive statistical test, researchers tested the validity of three variables used in this study, namely Job Satisfaction (X1), Organizational Commitment (X2), and *Organizational Citizenship Behavior* (OCB) (Y).

The results of data processing in the validity test show that each questionnaire item on each variable can be bound to be valid and acceptable. This is shown by the results of obtaining the calculated value of each questionnaire item on each variable exceeding the rtable value, so it can be concluded that the validity test in this study is valid. Furthermore, after conducting a validity test, researchers conducted a reliability test, with the results obtained by data processors as follows.

Based on the results of the reliability test, the results on the Job Satisfaction variable have a value of 0.862, Organizational Commitment has a value of 0.876 and the *Organizational Citizenship Behavior* (OCB) variable has a value of 0.911 which means the value is greater than 0.70. This shows that each variable in this study is reliable so that it can be used in future studies.

b. Normality Test Results Using Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		75
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	5.65437314
Most Extreme Differences	Absolute	.083
	Positive	.083
	Negative	-.060
Test Statistic		.083
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Processed Primary Data, 2023

Based on the *Kolmogorov-Smirnov* normality test, it can be seen that the residual unstandardized value has a *statistical test* value of 0.083 and *an asymptote significant* (*2-tailed*) value of 0.200 which means > 0.05. This proves that the data is normally distributed.

c. Multicollinearity Test Results

Coefficients[a]

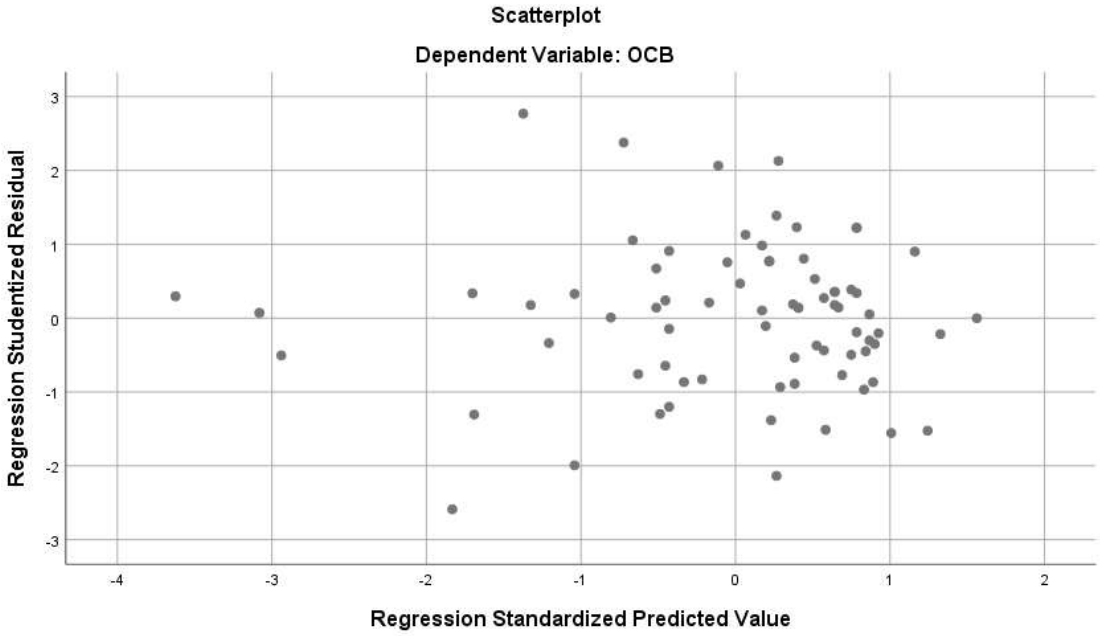
Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	14.467	5.585		2.590	.012		
	Kepuasan Kerja	.448	.140	.262	3.195	.002	.732	1.366
	Komitmen Organisasi	1.528	.197	.636	7.746	.000	.732	1.366

a. Dependent Variable: OCB

Source: Processed Primary Data, 2023

Based on the table above, it shows that the *tolerance* value of the independent variable > 0.10 and the VIF value of all *independent* variables < 10.00, with *a tolerance value* for the variables Job Satisfaction and Organizational Commitment of 0.771. Then the VIF value of the variables Job Satisfaction and Organizational Commitment is 1.297.

d. Heteroscedasticity Test Results



Source: Processed Primary Data, 2023

In a good regression model, heteroscedasticity is usually not underdeveloped. Through *the scatterplot* graph, it can be seen that a regression model has heteroscedasticity or not. If there is a certain pattern in the graph, it indicates heteroscedasticity. From the figure above, it can be seen that the points spread randomly and are scattered both above and below the number 0 on the Y axis. So it can be concluded that there is no heteroscedasticity in the regression model in this study.

e. Statistical Test Result (F-test)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4299.223	2	2149.612	65.417	.000[b]
	Residual	2365.923	72	32.860		
	Total	6665.147	74			

a. Dependent Variable: OCB

b. Predictors: (Constant), Komitmen Organisasi, Kepuasan Kerja

Source: Processed Primary Data, 2023

The table above is the result of test F (simultaneously) variables Job Satisfaction (X1) and Organizational Commitment (X2) to *Organizational Citizenship Behavior* (OCB) (Y). The calculated F value is 65.417 > F table is 3.119 and with a significance value of 0.000 is less than a probability of 0.05 or a value of 0.000 < 0.05. So the regression model can be said that Job Satisfaction (X1) and Organizational Commitment (X2) have a simultaneous influence on *Organizational Citizenship Behavior* (OCB) (Y) at PT Swadharma Sarana Informatika. Thus Ha3 is accepted and Ho3 is rejected.

f. Statistical Test Result (T-test)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	14.467	5.585		2.590	.012		
	Kepuasan Kerja	.448	.140	.262	3.195	.002	.732	1.366
	Komitmen Organisasi	1.528	.197	.636	7.746	.000	.732	1.366

a. Dependent Variable: OCB

Source: Processed Primary Data, 2023

Based on the table above, the following conclusions can be drawn:

1. The calculation results in the table above, for the Job Satisfaction variable (X1) obtained a significance value of 0.002 which shows that the value is smaller than

0.05 (0.000 < 0.05) and the calculated t value is 3.195 > t table 1.665. This explanation shows that the hypothesis in this study accepts Ha and rejects Ho. So Job Satisfaction (X1) has a partial effect on *Organizational Citizenship Behavior* (OCB) (Y).

2. The calculation results in the table above, for the Organizational Commitment variable (X2) obtained a significance value of 0.000 which shows that the value is smaller than 0.05 (0.000 < 0.05) and the calculated t value is 7.746 > t table 1.665. This explanation shows that the hypothesis in this study accepts Ha and rejects Ho. So Organizational Commitment (X2) has a partial effect on *Organizational Citizenship Behavior* (OCB) (Y).

g. Multiple Linear Regression Analysis Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	14.467	5.585		2.590	.012		
	Kepuasan Kerja	.448	.140	.262	3.195	.002	.732	1.366
	Komitmen Organisasi	1.528	.197	.636	7.746	.000	.732	1.366

a. Dependent Variable: OCB

Source: Processed Primary Data, 2023

Based on table 4.13, the multiple linear regression equation can be obtained as follows:

Y = 14,467 + 0.448X1 + 1.528X2

The constant value indicates that the magnitude of the Organizational *Citizenship Behavior* (OCB) value (Y). The Job Satisfaction variable (X1) and the Organizational Commitment variable (X2) are declared constant with an employee OCB value of 14,467.

1. The regression coefficient of the Job Satisfaction variable (X1) is 0.448 which states that there is an influence between Job Satisfaction and OCB (Y), if the better the Job Satisfaction in employees, the OCB of employees will increase.

2. The regression coefficient of the Organizational Commitment variable (X2) is 1.528 which states that there is an influence between Organizational Commitment and OCB (Y), if the better the Organizational Commitment to employees, the OCB of employees will increase.
3. The significance value of the Job Satisfaction variable (X1) and the significance value of the Organizational Commitment variable (X2) are 0.000. Both values < 0.05 which indicates there is a significant influence.

h. Coefficient of Determination Test Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803[a]	.645	.635	5.732

a. Predictors: (Constant), Komitmen Organisasi, Kepuasan Kerja

b. Dependent Variable: OCB

Source: Processed Primary Data, 2023

Based on the table above, the r square value is 0.645. the effect of Job Satisfaction (X1) and Organizational Commitment (X2) on *Organizational Citizenship Behavior* (Y) with a value of 64%. While the remaining 36% (obtained from 100% - 64%) other aspects that have an influence on the variable *Organizational Citizenship Behavior* (Y).

2. Discussion

Job Satisfaction (X1) has a partial effect on *Organizational Citizenship Behavior* (OCB) (Y). The results of this study are in line with previous research conducted by Maftuhatul Fazriyah, Edy Hartono and Rini Handayani (2019) with the results of the t test which shows the variable Job Satisfaction has t count 3.315 > t table 1.676 which means that Job Satisfaction has a partial effect on the OCB of employees of PT Astra International AUTO 2000 (TBK) Cirebon and the hypothesis is accepted, namely Ho is rejected and Ha is accepted.

Organizational Commitment (X2) has a partial effect on *Organizational Citizenship Behavior* (OCB) (Y). The results of this study are in line with previous research conducted by Deby Sunaris, Soegeng Wahyoedi, and Melitina Tecoalu (2022) with the results of the t test which shows that the variable Organizational Commitment has a t count of 2.223 > 1.96 which means that Organizational Commitment has a partial effect on the OCB of Gamaliel Palu Christian Elementary School teachers and the hypothesis is accepted, namely Ho is rejected and Ha is accepted.

Together, (simultaneously) Job Satisfaction (X1) and Organizational Commitment (X2) affect Organizational *Citizenship Behavior* (OCB) (Y) at PT Swadharma Sarana Informatika. This is in line with research conducted by Maftuhatul, et al., (2019) on the effect of job satisfaction and organizational commitment on the *Organizational Citizenship Behavior* (OCB) of PT Astra International AUTO 2000 (TBK) Cirebon, similar to the research of Agus, et al., (2021) on the influence of transformational leadership, job satisfaction, and organizational commitment to *Organizational Citizenship Behavior* in *supply chain management* implemented by companies in Banten province, as well as research by Prasetyo Kurniawan (2020) on the effect of job satisfaction and organizational commitment on *Organizational Citizenship Behavior* (OCB) at PT. Mandom Indonesia, the three studies showed simultaneous results.

CONCLUSION AND SUGGESTION

1. Conclusion

Based on the results of tests that have been carried out using path analysis, it can be concluded in general that all hypotheses totaling three hypotheses, can prove that three hypotheses are accepted, and no hypothesis is rejected. Job Satisfaction influences Organizational Citizenship Behavior (OCB), Organizational Commitment influences Organizational Citizenship Behavior (OCB).

2. Suggestion

Based on the results of the study above, researchers can conclude a suggestion that PT. SSI needs to pay attention to the job satisfaction of its employees. One of them is by paying attention to and providing opportunities for employees to develop their careers in the company by evaluating the work of employees and building communication between management and employees about promotional opportunities to overcome uncertainty and increase transparency. Furthermore, employees lack commitment to the company, in this case the company is expected to create programs to increase organizational commitment such as providing training, recognition and rewards to employees. In addition, there are also employees who do not comply with company regulations, and employees who are less aware of voluntary responsibilities such as perfect attendance or on time. So it can be increased by providing stimulus such as providing mentoring and coaching to support employees to make additional contributions to mutual success.

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