
ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN RELATION TO JOB SATISFACTION AMONG EMPLOYEES OF KARYA ANUGERAH EDUCATION FOUNDATION

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ABSTRACT

This research aims to determine and analyze the relationship between job satisfaction and Organizational Citizenship Behavior (OCB). This quantitative method research involved a sample of 95 employees of the Karya Anugerah Education Foundation from a total population of 127 employees using the Isaac and Michael formula with an error rate of 5%. The purposive sampling method was used to obtain data from this analysis. In this research, the Pearson product-moment correlation test and other statistical analyzes were carried out using SPSS for Windows version 25.0. There is a correlation coefficient of 0.621 and Sig 0.000 with a positive value. Where there is a correlation coefficient of 0.621 and Sig 0.000 with a positive value. The research hypothesis shows that there is a positive relationship between these two variables. The assumption test shows that OCB is greater when the level of job satisfaction is higher. Conversely, the lower the level of job satisfaction, the lower the OCB.

Keywords: Organizational Citizenship Behavior, Job Satisfaction.

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INTRODUCTION

Employees are a very important human resource (HR) for an organization because, basically, they are valuable assets for an organization and must be taken care of well in order to make their best contribution to the organization (Fatmawati, 2019). Employees are anyone who sells energy (physical and mental) to the company and receives compensation according to an agreement (Juniartha et al., 2017); according to Article 1 of the 1969 Employment Law, "workers who carry out work and provide the results of their work to entrepreneurs who do the work where the results of their work are in accordance with their profession or work based on expertise as a livelihood" (Ismail & Zainuddin, 2018), where an employee who works according to his skills will have an impact on the progress of the organization.

The progress and success of an organization depend on the quality and achievements of its human resources. In an organization, there will be continuous cooperation between one party and another. An organization consists of several components and their respective functions. Greater progress, skills, and creativity depend on employees' willingness to make positive contributions when facing change (Widyaningrum, 2019). The habit of making a positive contribution to employees is not just a formal obligation in the workplace. The basis of an organization or institution towards

employees will also determine the behavior that will apply to individual and group levels, as well as its impact on individuals, groups, and organizational achievements (Gurning. BTA, 2010)

One of the important things about human resources is the attitude or behavior toward the organization or institution. Employees who have special skills and abilities must play an important role in achieving goals and other better results. The success of an institution depends greatly on individual achievement (Gurning. BTA, 2010). There are three categories of employee behavior that are important for organizational progress: first, individuals must accompany and remain in the organization; second, they must play certain roles in certain jobs, and third, they must play certain roles in certain jobs. This must be linked to institutional activities (Gurning. BTA, 2010). If these three categories are met, the behavior shown by employees can be classified into two important behaviors, namely in-role behavior and extra-role behavior.

Roles requested by a work agent in accordance with the rewards provided are known as in-role behavior. In contrast, extra-role behavior is a role requested by a work agent that is not related to the job description beyond what is required. Additional behaviors or additional actions performed by employees, which are sometimes referred to as Organizational Citizenship Behavior (OCB), are used to determine how employees are perceived as good members of the organization. This behavior often indicates that employees are considered social beings rather than selfish individuals because they are members of the organization. To maintain and improve good social interactions, humans can experience empathy with other people and their environment and adapt the principles they adhere to with the principles of their environment (Bali, 2017).

For example, the PT Garuda Indonesia (Tbk) employee union threatened to go on strike if the government and shareholders failed to meet their expectations. Concerns about the internal state of the company are considered to endanger the company's future, which causes this threat. Public Relations Director Tommy Tampatty explained that three big things must be seriously considered. The company's industrial relations with its employees were poor, and consumers complained about frequent flight delays and cancellations. According to the PT Garuda Indonesia employee union, this strike is not their main goal, but if it is not implemented immediately, they are worried that it will endanger the company's future (Badzaly, 2021).

Employees at the Karya Anugerah Education Foundation stated that the Foundation where they work still needs to meet their needs, based on findings from interviews and the researcher's initial views of employees at the research site. This ultimately affects motivation and productivity in the workplace, which impacts performance. For example, the project description provided does not match the initial agreement, the additional tasks assigned exceed the employee's work capabilities, and the deadline for completing the activity is abrupt, and this clearly creates long-term problems.

Based on the two examples above, it can be concluded that the Organizational Citizenship Behavior (OCB) of Karya Anugerah Education Foundation employees needs to meet expectations. This is because many factors influence OCB, including job satisfaction, income, and workload. Organizational Citizenship Behavior (OCB) refers to the voluntary behavior or actions of employees who are willing to do work beyond their responsibilities or obligations for the progress or interests of their organization (Garay in Waspodo, 2012). This means someone with a high OCB is willing to work without monetary rewards or bonuses because job satisfaction is one of the factors that

influence OCB. Research results: Previous research found that there is a positive relationship between OCB and job satisfaction. This means that employees who are satisfied with their work will probably increase their contribution to the company (Pratiwi, 2020). OCB dimensions include 1) altruism (helpful behavior), 2) conscientiousness (thoroughness and caution), 3) sportsmanship (individual positive attitude), 4) politeness (helpful attitude), and 5) civic virtue (behavior that shows an attitude support each other) (Pratiwi, 2020).

Employees who are happy with their jobs are more likely to speak positively about their organization, help their coworkers, and ensure their performance exceeds targets. In addition, employees who are happy with their jobs may be more consistent in their commitment because they want to experience good experiences again (Organ, 2006). According to theory, job satisfaction is an emotional attitude of being pleasant and loving work (Wiliandari, 2015). Work morale, discipline, and performance, job satisfaction enjoyed at work, external work, and the combination of internal and external work are factors that determine this perspective. If employees feel satisfied, they will contribute more to the organization because they are valued by the organization, according to (Prasetio et al., 2017). The dimensions of job satisfaction are divided into five dimensions, namely Work itself (satisfaction with work), Pay (financial satisfaction), Promotion Operational (satisfaction with position), Supervision (support for subordinates), and Boys (colleagues who support technically and socially) (Ardiansyah & Lukitasari, 2021).

Previous research shows a significant relationship between job satisfaction and OCB; the correlation coefficient results show $r = 0.772$ and $p = 0.05$ (Yuliati, 2020). Thus, there is a strong and significant relationship between satisfaction variables and OCB. This research hypothesizes that there is a positive relationship between job satisfaction and OCB. It is assumed that the higher a person's job satisfaction, the greater the OCB, and vice versa.

Based on the phenomena and explanations of experts above, it can be concluded that employee satisfaction and organizational support influence OCB. By considering the background, this research aims to determine and analyze the relationship between job satisfaction and organizational citizenship behavior (OCB). It is hoped that this research will be used as material for employees to consider at work so that each employee feels satisfaction and creates a comfortable environment. The high development of satisfied employee behavior can have a positive impact on the company's overall performance, as well as increase the stability of the Foundation's performance.

METHOD

The variables in this research are job satisfaction as the independent variable and Organizational Citizenship Behavior (OCB) as the dependent variable. The population in this investigation were all partners of the Karya Anugerah Education Foundation, totaling 127 people. Population is a general area consisting of objects or subjects with a certain number and characteristics selected by researchers for research, and then conclusions are drawn (Sugiyono, 2013).

The sample in this investigation was 95 employees of the Karya Anugerah Education Foundation who were selected based on the Isaac and Michael formula with an error rate of 5%. According to (Sugiyono, 2013), the sample is part of the numbers and characteristics of the population. This sample was taken because this study could not control all population experts. In this research, a purposive sampling technique was used.

This research uses quantitative methods. Quantitative research is based on the philosophy of positivism and is used to study certain populations or samples (Sugiyono, 2013). This research uses quantitative methods because the data is processed, and the main focus of the research is to find out how much influence the two variables studied, namely job satisfaction and Organizational Citizenship Behavior (OCB).

In this study, researchers used a Likert scale, a psychometric scale commonly used in questionnaires and most commonly used in survey research, including the Qomari descriptive survey (Febtriko & Puspitasari, 2018). The data analysis technique used in this research is UI normality and linearity.

RESULTS AND DISCUSSION

This research uses the Pearson product-moment correlation data analysis method. The purpose of this method in research is to determine the relationship between OCB and job satisfaction of Karya Anugerah Education Foundation employees. In this study, SPSS version 25.0 was used to analyze correlation.

Description of Research Data

Data description in this research consists of empirical and hypothetical evaluations, and the purpose of data description is to identify relevant data quantities.

a. OCB Variable Score

Based on the OCB scale used by research subjects, an empirical mean of 93.93 was obtained with a standard deviation of 5.997. The minimum and maximum range was 29 times 1 to 29 times 4, namely 29 to 116. With a hypothetical minimum of $(29+116): 2 = 72.5$, the hypothetical standard deviation (SD) is $(116-29):6 = 14.5$.

Table 1. Comparison of Empirical and Hypothetical OCB Data

Variable	Empirical				Hypothetical			
	Min	Max	Mean	Standard deviation	Min	Max	Mean	Standart deviation
OCB	79	107	93.93	5,997	29	116	72.5	14.5

The research results are declared high if the empirical mean $>$ the hypothetical mean, and conversely, if the results are the empirical mean $<$ the hypothetical mean, then the research results are declared low. The results of the analysis for the OCB scale show that the empirical mean is greater than the hypothetical mean, namely 93.93 rather than 72.5, which indicates that OCB in the subjects of this study is greater than in the population as a whole.

There are three categories of OCB, namely low OCB, medium OCB, and high OCB, according to the results of descriptive data analysis calculations. To categorize OCB, the normal distribution is divided into six (6) standard deviation sections. As a result, the standard deviation in this study is Hypothetical $(116 - 29): 6 = 14.5$, and Hypothetical mean $(29 + 116): 2 = 72.5$.

be explained that $X < (72.5 - 14.5) = 58$, $(72.5 - 14.5) = 58 \leq > (72.5 + 14.5) = 87$. OCB data categories are shown in the table below:

Table 2. Categorization of OCB Data

Variable	Value Range	Category	Amount	Percentage (%)
OCB	$X \leq 58$	Low	0	0%
	$58 \leq X \leq 87$	Currently	10	9.5%
	$X \geq 87$	Tall	85	90.5%
	Total		95	100%

As shown in the categories of Table 2. There were 85 participants (90.5%) who had a high level of OCB, and 10 participants (9.5%) had a moderate level of OCB. From the table above, survey participants have high OCB.

b. Job Satisfaction Variable Score

Based on the job satisfaction scale used by research subjects, an empirical mean of 96.17 was obtained with a standard deviation of 7,490. The minimum and maximum range was 30 times 1 to 30 times 4, namely 30 to 120. With a hypothetical minimum $(30+120): 2 = 75$, the hypothetical standard deviation (SD) is $(120-30):6 = 15$.

Table 3. Comparison of Empirical and Hypothetical Data on Job Satisfaction

Variable	Empirical		Standart deviation	Hypothetical		Standart deviation
	Min	Max		Min	Max	
Job satisfaction	77	112	96.17	30	120	15

The research results are declared high if the empirical mean $>$ the hypothetical mean, and conversely, if the results are the empirical mean $<$ the hypothetical mean, then the research results are declared low. The results of the analysis for the job satisfaction scale show that the empirical mean is greater than the hypothetical mean, namely 96.17 rather than 75, which indicates that job satisfaction in the subjects of this study is greater than in the population as a whole.

There are three categories of job satisfaction, namely low job satisfaction, medium job satisfaction, and high job satisfaction, according to the results of descriptive data analysis calculations. To categorize job satisfaction, the normal distribution is divided into six (6) standard deviation sections. As a result, the standard deviation in this study is Hypothetical $(120 - 30): 6 = 15$, and Hypothetical mean $(30 + 120): 2 = 75$. From the calculation above, it can be explained that $X < (75 - 15) = 60$, $(75 - 15) = 60 \leq$

Table 4. Categorization of Job Satisfaction Data

Variable	Value Range	Category	Amount	Percentage (%)
Job satisfaction	$X \leq 60$	Low	0	0%
	$60 \leq X \leq 90$	Currently	18	18.95%
	$X \geq 90$	Tall	77	81.05%
	Total		95	100%

As shown in category Table 4. There were 77 participants (81.05%) who had a high level of job satisfaction and 18 participants (18.95%) who had a medium level of job satisfaction. From the table above, survey participants have high job satisfaction.

Test Assumptions

In this research survey, the normality test and linearity test are used as assumption tests. The purpose of this assumption test is to find and identify any discrepancies in the data collected.

Normality test

Table 5. Normality Test Results

Variable	Standart deviation	K-SZ	Sig	P	Exp
OCB	5,997	0.069	0.200	$P > 0.05$	Normal Distribution
Job satisfaction	7,490	0.081	0.146	$P > 0.05$	Normal Distribution

Based on the results in Table 5 above, it can be seen that the OCB normality test produces a KS-Z coefficient (Statistical Test) = 0.069 and a Sig (two-tailed) of 0.200, which therefore means that the OCB variable data is normally distributed. Meanwhile, it can be seen that the normality test on the job satisfaction variable produces a KS-Z coefficient (Statistical Test) = 0.081 and a Sig (two-tailed) of 0.146, which, therefore, we can interpret that the data on the job satisfaction variable is also normally distributed.

a. Linearity Test

Table 6. Linearity Test Results

Variable	F	Sig	Info
OCB and Job Satisfaction	58,302	0.00	Linear P>0.05

From the data in Table 6 above, a Sig value of 0.00 ($P < 0.05$) is obtained. Therefore, this shows that there is a linear relationship between the two variables.

Hypothesis testing

Table 7. Correlation Test Results

Variable	R	P	In
OCB and Job Satisfaction	0.621	0,000	Positive Correlation

Table 13 shows the correlation coefficient (R) of OCB and job satisfaction of 0.000, and its significance is 0.621, with a positive value. This shows that the higher the OCB, the higher the job satisfaction. Therefore, this hypothesis also shows that there is a relationship between OCB and employee satisfaction at the Karya Anugerah Education Foundation.

Table 8. Effective Contributions

Model	R	R Square	Adjusted R Square	Std Error Of The Estimate
1	0.621	0.386	0.379	5,900

According to the calculation of the beta coefficient and correlation coefficient shown in the table above, the OCB variable provides an effective contribution of 38.6% to job satisfaction, while other factors contribute 61.4%. This results in the conclusion that OCB increases with job satisfaction. Conversely, the level of job satisfaction is inversely correlated with OCB.

In a survey conducted by researchers of 95 people who worked at the Karya Anugerah Education Foundation. Researchers found a positive relationship between the two variables in the Foundation. This is based on the value obtained using the Pearson Product Moment correlation, which shows a value of 0.621 and a significant value of 0.000 ($P < 0.05$). This result is also in accordance with the results of previous research (Yuliati, 2020), which shows that there is a relationship between the two variables with $r = 0.772$ and a significant value of 0.000, which indicates that there is $P > 0.05$.

Based on the OCB categorization, we can see that of the 95 employees at the Karya Anugerah Education Foundation; not a single one has a low level of OCB. The moderate OCB level consists of 9.5%, or ten employees, who work according to their respective job descriptions and help only when needed. The high OCB level consists of 90.5%, or 85 employees, who work according to the conditions faced.

In addition, Velickovska stated that OCB is behavior carried out by employees voluntarily to achieve organizational or company effectiveness without expecting rewards from the organization

or company (Pratiwi, 2020). Urbach also stated that developing OCB behavior for companies is important and needs to be done (Pratiwi, 2020).

Based on the categorization of job satisfaction, we found that of the 95 employees of the Karya Anugerah Education Foundation, only a few had a low level of job satisfaction. The moderate level of job satisfaction was 18.05 percent, or 18 employees who felt that their salary was only sufficient for their needs and did not fully meet them. The high level of job satisfaction consists of 81.05% or 77 employees, who feel it not only in terms of having their needs met but also in terms of comfort and full support.

This is supported by previous theoretical opinions, which state that job satisfaction is an important feeling that every worker must have. When someone has the opportunity to interact with their work environment, they will be more enthusiastic and try harder to achieve company goals (Wibowo et al., 2015).

CONCLUSION

Researchers can draw the following conclusions from the analysis and interpretation of this research: This research found a significant correlation between OCB and job satisfaction of employees at Karya Anugerah Education Foundation, indicating that higher levels of job satisfaction are associated with higher OCB, and vice versa. As many as 85 employees from the Karya Anugerah Education Foundation received the high OCB category, and 77 of them received the high job satisfaction category.

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