

Does Job Satisfaction Effect The Organizational Citizenship Behavior ? : Evidence From Public Sector



Marihot¹, Ade Parlaungan Nasution², Zulkifli Musannip Efendi Siregar³, Nurintan Asyiah Siregar⁴

¹Student at Postgraduate Program, Management Sciences, Universitas Labuhanbatu, Rantauprapat, Indonesia

^{2,3,4}Lecturer at Postgraduate Program, Universitas Labuhanbatu, Rantauprapat, Indonesia

ABSTRACT: Organizational citizenship behavior has a very important role to achieve the organization's goal. Job satisfaction has known as a predictor to improve organizational citizenship behavior. The research aims to examine the effect of job satisfaction on organizational citizenship behavior. The research was conducted using a quantitative method approach. The research was conducted on 38 respondents, namely agricultural extension workers in Labuhanbatu Regency. After the data is collected, the data is processed and analyzed using Structural Equation Modeling using SMART PLS. The results of the study show that job satisfaction has a positive and significant effect on employees. The findings of this study suggest that it is very important to increase job satisfaction at work.

KEYWORDS: Job Satisfaction, Organizational Citizenship Behavior.

I. INTRODUCTION

This research was conducted in the public sector, namely extension workers at the Labuhanbatu District Agriculture Office. Talking about organizational citizenship behavior is very important for the progress of the organization. Every organization definitely hopes to have employees with organizational citizenship behavior. To realize organizational citizenship behavior, there are many factors that influence organizational citizenship behavior. But in this study, we will examine the effect of job satisfaction on organizational citizenship behavior at the Labuhanbatu Agriculture Office, Labuhanbatu Regency, Indonesia. Dissatisfied workers tend to be low of work performance and engage in counterproductive behaviors. Dissatisfaction is also the main reason someone leaves an organization. In addition, organizations also need leaders who are able to encourage employees to improve their abilities in their fields (Lubis, 2020).

According to Günay, (2018) job satisfaction was one of the important precursors that will improve employee performance and can also lead to voluntary behavior (organizational citizenship) of employees in addition to their responsibilities. Also strengthened by Karuna & Aruna, (2021) who state that job satisfaction is an important aspect of employee performance and success. Satisfied employees will go far beyond their job roles and this will increase organizational effectiveness. Previous research conducted by Lu found that there is an influence between job satisfaction on organizational citizenship behavior. The results of research conducted by (Karuna & Aruna, 2021) shows that there is a positive correlation between job satisfaction and organizational citizenship behavior. Other research also shows that job satisfaction can have an effect on increasing organizational citizenship behavior (Maulana, 2020). Therefore, This study aims to determine the effect of job satisfaction on organizational citizenship behavior.

II. LITERATURE REVIEWS

Job satisfaction at work will give an outcome such as increasing employee performance and organizational citizenship behavior. Employees with high job satisfaction will work more optimally than employees with low levels of job satisfaction. Job satisfaction can be defined as the general attitude of an individual towards his work. It is further explained that someone with high job satisfaction shows a positive attitude towards the job, on the other hand someone who is dissatisfied with the worker towards the job (Robbins & Judge, 2008). In essence, every achievement of company goals refers to effort and job satisfaction to improve the life of an organization or company for the better (Lubis, 2020). Job satisfaction can be defined as a person's feelings towards his work based on the conditions of the work environment which can be shown through his attitude towards the job. With high job satisfaction, it is expected that the ability of employees to carry out their duties will also increase (Lubis, 2020). Employees who

Does Job Satisfaction Effect The Organizational Citizenship Behavior ?: Evidence From Public Sector

feel positive about the results of the work they do, employees who have high positive feelings will usually feel high job satisfaction too, conversely, if there are negative feelings about work, this indicates low satisfaction at work (Robbins & Judge, 2017). Meanwhile, organizational citizenship behavior is a reflection of attitudes or actions taken by employees that exceed the minimum requirements expected by the role of the organization where they work. (Bharata et al., 2016). Organ et al., (2006) put forward five aspects of organizational citizenship behavior, as follows:

- a. Altruism The behavior of members in helping colleagues who are experiencing difficulties in the situation being faced both regarding organizational tasks and personal problems.
- b. Conscientiousness Behavior shown by trying to exceed the expectations of the organization. Voluntary conduct that is not a member's obligation or duty.
- c. Sportsmanship Behavior that tolerates less than ideal conditions in the organization without raising objections
- d. Courtesy Maintain good relations with colleagues to avoid interpersonal problems. Someone who has this courtesy is a person who respects and cares for others.
- e. Civic Virtue
The behavior of actively participating in the organization, monitoring the threats and opportunities that exist within the organization

Job satisfaction is one of the dominant factors influencing organizational citizenship behavior. Employees with high job satisfaction tend to have higher organizational citizenship behavior than employees with low job satisfaction (Robbins & Judge, 2017). Research conducted by (Basirudin et al., 2016) concluded that employee job satisfaction has the ability to increase the organizational citizenship behavior of employees at work.

III. METHODS

Research examines the effect of job satisfaction on organizational citizenship behavior. The sample in this study were agricultural extension workers at the Labuhanbatu Regency Agriculture Service as many as 38 respondents. The data collected through distributing questionnaires was analyzed using Structural Equation Modeling data analysis techniques using SMART PLS software. The variables in this study consist of job satisfaction and organizational citizenship behavior. Job satisfaction using a six-item questionnaire adopted from the statement (Risqi et al., 2015) and organizational citizenship behavior using 9 statement items adopted from (Organ et al., 2006).

IV. RESULTS

A. Outer Loading

Outer loadings are loading factors to measure the level of whether the indicators are able to measure research variables. The loading factor value > 0.70 means that the indicator is valid. Table 1 shows that all indicators in this study have a loading factor > 0.70 , thus it can be informed that the indicators in this study are valid in measuring the variables of job satisfaction and organizational citizenship behavior.

Table 1. Outer Loading

	Job Satisfaction	Organizational Citizenship Behavior
JS1	0.750	
JS2	0.791	
JS3	0.852	
JS4	0.848	
JS5	0.864	
JS6	0.712	
OCB1		0.830
OCB2		0.799
OCB3		0.879
OCB4		0.773
OCB5		0.799
OCB6		0.831
OCB7		0.762
OCB8		0.825

Does Job Satisfaction Effect The Organizational Citizenship Behavior ?: Evidence From Public Sector

OCB9		0.875
OCB10		0.865

B. Construct Reliability

Construct reliability is done to see the reliability of research variables. It is expected that Cronbach's alpha and composite reliability values are > 0.70

Table 2. Construct Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction	0.890	0.895	0.916	0.648
Organizational Citizenship Behavior	0.944	0.950	0.952	0.665

C. Hypothesis Testing

The hypothesis in this study is that job satisfaction has a positive and significant effect on organizational citizenship behavior. Hypothesis testing is accepted if the p-value < 0.05 and t statistic > 1.96 . The results of hypothesis testing can be seen in the table below:

Table 3. Hypothesis Testing

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Organizational Citizenship Behavior	0.812	0.831	0.073	11.171	0.000

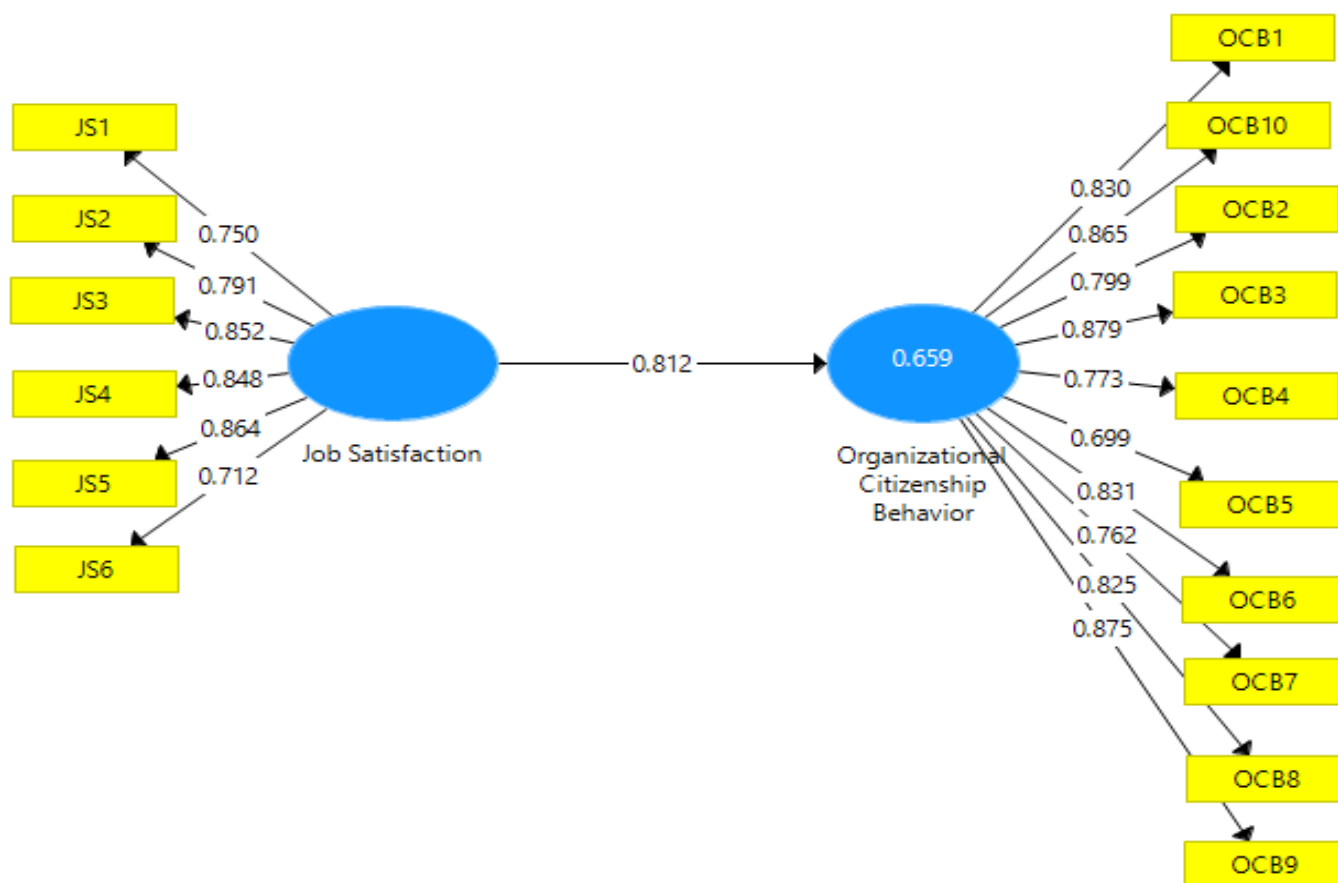
V. DISCUSSIONS

This research was conducted by examining the effect of job satisfaction on organizational citizenship behavior. The research was conducted on agricultural extension workers in Labuhanbatu District, North Sumatra Province. The results of the study show that there is a positive and significant influence between job satisfaction and organizational citizenship behavior. This means that every increase in the level of employee job satisfaction, it will also increase organizational citizenship behavior. Conversely, if job satisfaction is low, this will have an impact on decreasing organizational citizenship behavior among employees. Job satisfaction indicates a positive feeling, a feeling of pleasure for what is received by employees at work.

The findings of this study are in line with research conducted by Masharyono et al., (2021) found an influence between job satisfaction on organizational citizenship behavior. Also strengthened by the findings of research conducted by Surya et al., (2021) found that job satisfaction has a very important role to improve organizational citizenship behavior. Employees who have a high level of satisfaction with their work, received salary, satisfied with superiors, satisfied with co-worker relationships tend to have high organizational citizenship behavior, and will tend to have a high willingness to help fellow coworkers, motivate coworkers for better performance (Cahyani & Pusparini, 2020). Increased organizational citizenship behavior is characterized by increased employee behavior, such as increased willingness to help colleagues voluntarily, increased compliance with company regulations, avoiding giving issues that can bring other employees down, high willingness to help alleviate the problems faced by fellow employees. employees and support organizational functions in a professional manner. (Maulana, 2020).

In order to run well, an organization must have good human resources. To grow and maintain good human resources or employees, organizations must be able to meet the needs of their employees so that employee job satisfaction is achieved (Hindarti & Wayyudi, 2015). Employee job satisfaction is a very important thing to pay attention to by the company, such as satisfaction with salary, fair promotion and others (Siregar et al., 2023). One's job satisfaction becomes a motivating factor for someone to be more active at work (Nasution et al., 2022).

Does Job Satisfaction Effect The Organizational Citizenship Behavior ?: Evidence From Public Sector



VI. CONCLUSION

The research findings prove that job satisfaction has a very important role in increasing the organizational citizenship behavior of agricultural extension workers at the Agriculture Service Office of Labuhanbatu Regency. This means that employees with a higher level of satisfaction at work, for example satisfaction with salary, satisfaction with supervision, satisfaction with promotion policies, satisfaction with work facilities and others, then this will encourage employees to complete work beyond the minimum target set by organization.

REFERENCES

- 1) Basirudin, B. N., Basiruddin, R., Mokhber, M., Rasid, S. Z. A., & Zamil, N. A. M. (2016). Organizational Citizenship Behaviour in Public Sector: Does Job Satisfaction Play a Role. *International Journal of Economics and Financial Issues* |, 6(S8), 376–381. <http://www.econjournals.com>
- 2) Bharata, Zunaidah, & Diah, Y. M. (2016). Pengaruh kepuasan kerja dan budaya organisasi terhadap organizational citizenship behavior di PT Pupul Sriwijaya Palembang. *Jurnal Manajemen Dan Bisnis Sriwijaya*, 14, 258–276.
- 3) Cahyani, K., & Pusparini, E. S. (2020). The Effect of Perceived Support On Organizational Citizenship Behaviour : The Mediating Role of Organizational Justice and Job Satisfaction: Case Study on A Public Institution in Indonesia. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.3578234>
- 4) Günay, G. Y. (2018). Relationship between Job Satisfaction, Organizational Citizenship Behavior and Employee Performance : Sample of Edirne Financial Office Employees in Turkey. *American International Journal of Contemporary Research*, 8(1), 64–65.
- 5) Hindarti, F., & Wayyudi, A. (2015). Pengaruh Reward terhadap Kepuasan Kerja dengan Motivasi sebagai Variabel Mediasi (Studi Pada Karyawan PT Bank Central Asia Tbk. Cabang Utama Surakarta). *Jurnal Ekonomi Dan Kewirausahaan*, 15(3), 5–6.
- 6) Karuna, A., & Aruna, D. (2021). Impact of Job Satisfaction on Organizational Citizenship Behaviour Mediated by Organizational Commitment in Public Sector Banks. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(5), 1609–1615. <https://doi.org/10.17762/turcomat.v12i5.2137>
- 7) Lubis, D. M. G. S. (2020). Pengaruh Kepuasan Kerja dengan Organizational Citizenship Behavior pada Karyawan RS Pertamina Pangkalan Brandan The Effect of Job Satisfaction with Organizational Citizenship Behavior at Pertamina Hospital

Does Job Satisfaction Effect The Organizational Citizenship Behavior ?: Evidence From Public Sector

- Employees Pangkalan Brandan Persaingan dalam era. *Jurnal Penelitian Pendidikan, Psikologi Dan Kesehatan (J-P3K)* 2020, 1(2), 109–118.
- 8) Masharyono, M., Senen, S. H., & Yunita, N. (2021). The Effect of Job Satisfaction on Organizational Citizenship Behavior. *Hasanuddin Journal of Business Strategi*, 3(4), 87–91. <https://doi.org/10.5220/0007115200870091>
 - 9) Maulana, R. I. (2020). Pengaruh Kepemimpinan Transformasional, Kepuasan Kerja Dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior PT Sinergi. *Jurnal Ecodemica: Jurnal Ekonomi, Manajemen, Dan Bisnis*, 4(2), 251–263. <https://doi.org/10.31294/jeco.v4i2.8011>
 - 10) Nasution, R., Siregar, Z. M. E., Rachmat, & Sari, K. T. (2022). The Influence of Personality and Motivation on Teacher's Job Performance. *International Journal of Business, Technology, and Organizational Behavior*, 2(March), 175–182.
 - 11) Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). Organizational citizenship behavior: Its nature, antecedents, and consequences. *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*, 1–350. <https://doi.org/10.4135/9781452231082>
 - 12) Risqi, R. O., Ushada, M., & Supartono, W. (2015). Analisis Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Pendekatan Kansei Engineering Perusahaan XYZ. *Agritech*, 35(1), 78–87.
 - 13) Robbins, S. P., & Judge, T. A. (2008). *Organizational behaviour*. New Jersey: Pearson Education, Inc.
 - 14) Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior, Seventeenth Edition*. Pearson Educational Limited.
 - 15) Siregar, Z. M. E., Marihot, & Lubis, I. (2023). Does Reward System Effect Employee Job Satisfaction : Evidence from Public Sector. *International Journal of Business, Technology, and Organizational Behavior (IJBTOB)*, 1(3), 51–55.
 - 16) Surya, I. B. K., Kawiana, I. G. P., Riana, I. G., & Rihayana, I. G. (2021). Determinants of Organizational Citizenship Behavior of Contract Employees. *Matrik: Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*, 15(1), 64. <https://doi.org/10.24843/matrik:jmbk.2021.v15.i01.p06>



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.