

The Influence of Job Satisfaction and Organizational Commitment to the Organizational Citizenship Behavior in PT. Haier Sales Indonesia Bandung Branch

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Abstract: One of the increase in international business activity is characterized by increasing foreign direct investment. Investments made by multinational companies create increasing competition in the industry in implementing the global strategy. It became a challenge for Haier to survive and continue to grow in its management to maintain its industrial surroundings, therefore Haier is also required to improve the ability and expertise of its management by increasing employee job satisfaction organizational commitment and organizational citizenship behavior. However, job satisfaction organizational commitment and organizational citizenship behavior in PT. Haier sales indonesia still felt weak situation and condition characterized by the presence of a low level, high employee absenteeism and employee turnover intention average of 22% because if the level of intentions out employee reaches 2% and above categorized as high. The purpose of this study was to determine job satisfaction organizational commitment and organizational citizenship behavior, determine the relationship between job satisfaction and organizational commitment to investigate the influence job satisfaction and organizational commitment on organizational citizenship behavior partially and simultaneously. The unit of analysis in this study is PT.HSI, the unit of observation in this study were all employees in PT. HSI Bandung Branch. The number of employees in the branch PT. HSI Bandung as many as 136 people. In this study, used two types of analysis: descriptive analysis especially for qualitative variables and analysis of verification of testing the hypothesis by using statistical tests. Analysis (verification) in this study using the test equipment structural equation model (structural equation modeling) and processed using LISREL 8.70. The results of the analysis and discussion undertaken by the researchers that relate job satisfaction and organizational commitment. The influence of job satisfaction on organizational citizenship behavior, the influence of organizational commitment on organizational citizenship behavior. And their influence job satisfaction and commitment to the organization organizational citizenship behavior with the same.

Key words: Job satisfaction organizational commitment, organizational citizenship behavior, partially and simultaneously, analysis and discussion

INTRODUCTION

The era of global competition as now so rapid business growth led to competition is getting tougher, so the company is required to work more effectively and efficiently in carrying out its activities. One of the increase in international business activity is characterized by increasing foreign direct investment Foreign Direct Investment (FDI). Investments made by multinational companies create increasing competition in the industry in implementing the strategy global. Prioritas Haier in the future is to produce products to meet the demands of consumers. It became a challenge for Haier to survive and continue to grow in its management to maintain its industrial surroundings, therefore Haier is also required to improve the ability and skills management.

As an industrial company, many elements that contribute and support the functioning of the company's operations, one of the main elements of the support is a Human Resources (HR) is a labor-intensive and high-quality (Handoko, 2003). Kinerja good demand "appropriate behavior" employees are expected by the organization. This behavior is also called the Organizational Citizenship Behavior (OCB) (Wibowo and Wiwik, 2010). The desire of employees to work with good quality and strive to create the best service is an indication of Organizational Citizenship Behaviour (OCB). In this study organizational citizenship behaviour was measured using the 5 dimensions of altruism, sportsmanship, conscientiousness, courtesy, civic virtue.

Many factors can form the organizational citizenship behavior, one of which the most important is job

satisfaction, it is very logical statement which assumes that job satisfaction is a key determinant of employees organizational citizenship behavior (Robbins, 2006). In this study, job satisfaction is measured using the 5 dimensions: satisfaction with salary, promotion, coworkers, bosses and the work it self.

Job satisfaction is also one reason for increasing organizational commitment, individuals who were satisfied with the job will be committed to the company and vice versa if the individual is not satisfied with the job then it is difficult to have a commitment to the firm (Munir *et al.*, 2012). Job satisfaction on what employees get in the organization will establish the organization's commitment to the organization and will be able to foster Organizational Citizenship Behavior (OCB).

Identification of problems based on the background that has been presented on the background of the research then the identification of the problem, namely:

- Job satisfaction in PT. Haier Sales Branch Bandung Indonesia is still low and has not been optimal
- Organizational commitment in PT. Haier sales indonesia bandung branch is still relatively low
- Organizational citizenship behaviour in PT. Haier sales indonesia bandung branch is still low

Formulation of the problem:

- How does job satisfaction organizational commitment organizational citizenship behavior in PT. Haier sales Indonesia
- Is job satisfaction related to organizational commitment in PT. Haier sales Indonesia
- Is the job satisfaction and organizational commitment influence on organizational citizenship behavior in PT. Haier sales Indonesia bandung branch partially
- Does the job satisfaction and organizational commitment influence on organizational citizenship

Behavior in PT. Haier sales Indonesia Bandung branch simultaneously.

Literature review

Job satisfaction: Robbins and Judge (2015) states that job satisfaction is a positive feeling about the work of someone who is the result of the evaluation karakteristiknya. Handoko (2003) defines that job satisfaction is an emotional state that is pleasant or unpleasant and how the employees view work mereka. Kepuasan work is a reflection of one's feelings toward his work.

Ivancevich *et al.* (2011) argues that job satisfaction is a person's attitude towards their work. It is produced from their own perception of their research and the level of concordance between the individual

dengan organisasi. Luthans and Youssef (2007), job satisfaction is a result of the employee's perception of how well they deliver the things that are important to their research.

Based on the opinion of several experts in the above, the researchers conclude that job satisfaction is an attitude or perspective will be satisfied or not puasnya employees to work. If employees feel positive things about the job then in other words, the employee has to get job satisfaction but if the negative things that actually they feel the discontent kerjalah they get.

Organizational commitment: Robbins and Judge (2015) organizational commitment is a situation where an employee is favoring a particular organization and its goals and his desire to maintain membership in the organization tersebut. Ivancevich *et al.* (2011) organizational commitment is a feeling of identification, engagement and loyalty expressed oleh karyawan against the company.

Based on the opinion of several experts in the above, the authors conclude that organizational commitment is the conviction and desire of employees to grow, grow with the organization and maintain membership in organisasi tersebut.

Organizational citizenship behavior: Robbins and Judge (2015) defines citizenship organizational behavior behavior is a choice that is not part of the formal work duties of an employee but support the functioning of the organization is efektif. Organ explains that citizenship organizational behavior is a form of behavior that is an individual choice and initiative, not related to the formal reward system organisasi. Ini means such behavior is not included in the job requirements or job descriptions of employees so that if it is not shown nor punishment.

John, Robert and Michael Matteson citizenship organizational behavior is a perception that prosocial personality and attitude and be cooperative, caring and mutual support among fellow.

Based on the opinion of several experts in the above, the authors conclude that citizenship organizational behavior is an individual behavior as a form of satisfaction based on performance, not instructed formally, the behavior is voluntary and is not a forced action against the things that puts the interests of the organization.

Framework

Effect of job satisfaction on Organizational Citizenship Behavior (OCB): Employees who are satisfied with their jobs will give a reply to the organization in the form of attachment to the organization and to behave as a good member. With the job satisfaction, employee will take action according fun as help colleagues in doing his job

too much without any sense of compulsion. This is further supported by studies Murphy *et al.* (2002) that job satisfaction is positively related or significant to OCB where the role of job satisfaction is crucial in the formation of organizational citizenship behavior employees.

Employees who are satisfied seems likely to speak positively about the organization, helping other people and pass through the normal expectation in their work. In addition, a disgruntled employee may be easier to do more in the job because they want to respond to their positive experience. This is consistent with the theory put forward by Robbins and Judge (2015) on job satisfaction on organizational citizenship behavior that job satisfaction is a major determinant of employees and research OCB (Organ *et al.*, 2006) that affect job satisfaction OCB.

Influence of organizational commitment on Organizational Citizenship Behavior (OCB): Companies need employees who have a high organizational commitment so that the organization can continue to survive and to improve the services and the products it produces. This is consistent with the theory put forward by Robbins and Judge (2015) states that organizational citizenship behavior can arise from various factors within organizations, including organizations for their commitment of employees is high. Similarly, proposed by Steven L Mc Shane that employees with a high level of ongoing commitment tend to have lower performance and likely to engage in the behavior of citizens organization.

Organizational commitment is basically engagement and loyalty displayed by employees of the organization or company. The loyalty related then a worker would be willing to work beyond what he should have done. It refers to the one proposed by Anja in his research that showed that the organizational commitment and significant positive effect on organizational citizenship behavior. This means that the higher organizational commitment will be higher the organizational citizenship behavior. Similarly, proposed by Organ *et al.* (2006) which states that employees who are committed to the company, these employees feel they have satisfaction in their work and are willing to do for the betterment of the company.

Relations job satisfaction with organizational commitment: Organizational commitment is a function of job satisfaction. The various dimensions of job satisfaction as satisfaction with salary, satisfaction with co-workers, supervision, leadership and the work itself is needed for workers to meet their basic needs. When their needs are met then the level of commitment of their organizations will be high. This refers to the views expressed by Anja, job satisfaction is also one reason for increased organizational commitment, people who were

satisfied with the job will be committed to the company and vice versa if the individual is not satisfied with the job then it is difficult to have a commitment against the company. It draws on research Robbins (2006) that organizational commitment is a predictor best dalam perubahan compared to job satisfaction, employee who has committed the organization will exert more effort in the change project to build a positive attitude towards change.

This positive relationship between job satisfaction and commitment will be useful for management in the sense that they should make every effort to increase job satisfaction to increase employee commitment to the organization. This is consistent with the theory put forward by Luthans and Youssef (2007) found a strong relationship between job satisfaction and organizational commitment has been known for years, refers to the effect of employee loyalty to the organization and the number of employees in the organization.

Effect of job satisfaction and organizational commitment on organizational citizenship behavior when employees feel satisfaction in their work, then the employee will work optimally in completing the job, even doing some things that may be beyond their duties. This is consistent with the theory put forward by Robbins and Judge (2015) organizational citizenship behavior that can arise from a variety of factors within the organization, among them for their job satisfaction and organizational commitment of employees is high. Likewise with Sena (2011) which states that the organizational commitment and job satisfaction are high will affect the appearance of organizational citizenship behavior of employees which will affect the effectiveness of the organization.

Conceptual framework and research hypotheses based on problem formulation and review of literature, it can be constructed framework as follows (Fig. 1).

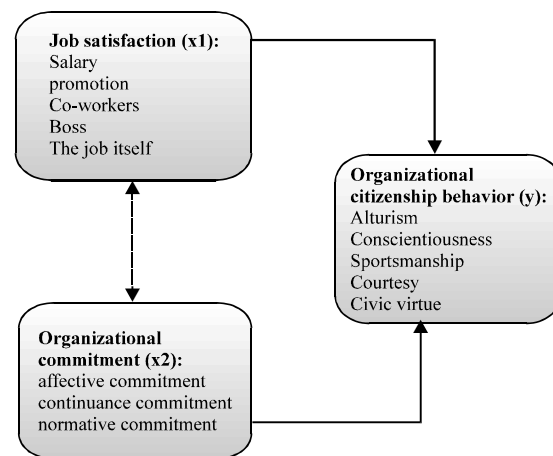


Fig. 1: Conceptual framework and research hypotheses

The hypotheses are:

- H₁: Job satisfaction organizational commitment and organizational citizenship behavior categorized good enough
- H₂: Job satisfaction associated with organizational commitment positively
- H₃: Job satisfaction and organizational commitment influence on organizational citizenship behavior partially
- H₄: Job satisfaction and organizational commitment influence on organizational citizenship behavior simultaneously

MATERIALS AND METHODS

Object and methods:

Methods and flow discussion: This study aimed to test the hypothesis by using statistical calculations. This research was used to test the effect of variable X to Y being investigated. The study tested the truth of a hypothesis verification is done through the data in the field. By using research methods will be found a significant relationship between the variables studied so as to produce conclusions that will clarify the description of the object under study.

Variable operationalization:

Job satisfaction (x1): Job satisfaction is a result of the employee's perception of how well they deliver the things that are important to their work (Luthans and Youssef, 2007). Indicators of this variable is:

- Salary conformity with the necessities of life
- Payroll system
- Promotion opportunities
- Communication
- Cooperation
- Responsible
- Supervision
- Attention
- Appreciation
- Diversity job
- Capabilities that fit the job

Organizational commitment (x2): A situation where an employee is favoring a particular organization and its goals and his desire to maintain membership in the organization. So, high job involvement means favoring certain jobs an individual while the high organizational commitment means an impartial organization that recruits individuals (Robbins and Judge, 2015). Indicators organizations commitment are:

- One's feelings
- Contributions to the organization

- The organization's goals
- Organizational norms
- The desire to survive at work
- Loyalty to the organization

Organizational citizenship behavior (y): Perceptions and attitudes prosocial personality and be cooperative, caring and mutual help between people. Indicators of organizational citizenship behavior:

- Attitudes toward another person/colleague
- Attitude to a problem
- Attitudes toward work
- The attitude of the initiative and awareness of employees
- Regulation within the organization
- Information
- Consultation
- Employee participation
- Adaptability
- Sense of concern for the organization

Research instruments: Questions in the questionnaire using Likert scale measurement scale form. This scale is an interval scale used to measure items of questions. Score to measure the response is as follows: a scale of 1 indicates a response to strongly disagree (STS), a scale of 2 reveals the response disagree (TS), a scale 3 shows the response of quite agree (CS), scale 4 shows the response agree (S), a scale of 5 shows the response of strongly agree (SS).

Determination method population data: The unit of analysis in this study is PT. Haier sales indonesia, the unit of observation/observation in this study were all employees in sales Indonesia PT. Haier bandung. Jumlah branch employees in PT. Haier sales Indonesia bandung branch 136. Techniques population census is taken with consideration to reduce errors so small that the data collected will be good and valid.

Data collection technique: Collecting data in this study conducted in the following manner:

- Observation
- Spread the questioner
- Conducting interviews
- Documentation

Primary data were obtained from questionnaires prepared based on the ordinal scale of likert summated rating. Before the questionnaire used to collect primary data, then do a trial questionnaire beforehand to test the validity and reliability.

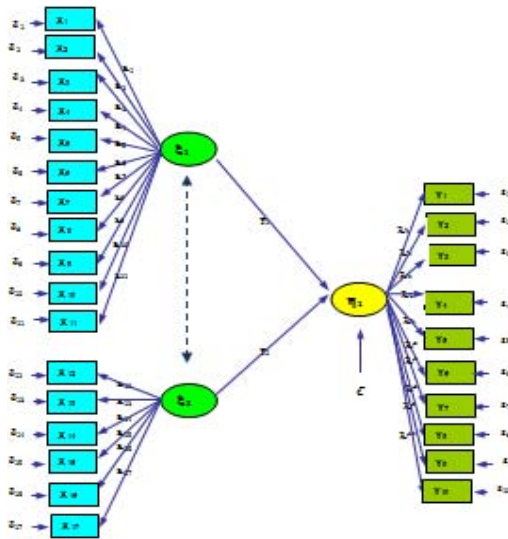


Fig. 2: Factor confirmatory analysis approach

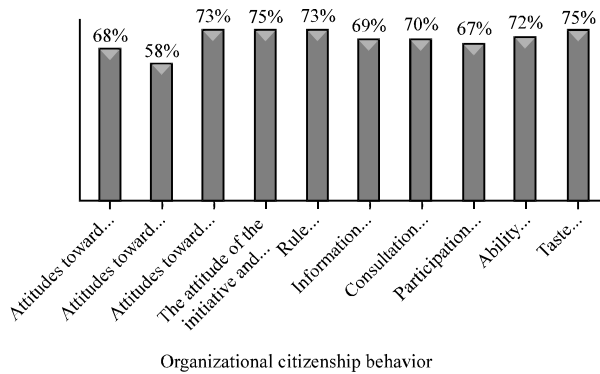


Fig. 3: Influence job satisfaction and organizational commitment on organizational citizenship behavior

Draft data analysis and testing hypotheses: In this study, used two types of analysis: descriptive analysis especially for qualitative variables and quantitative analysis of testing the hypothesis by using statistical tests. In addition to descriptive analysis to answer the research objectives we then performed a quantitative analysis (verification) using test equipment structural equation model (Structural Equation Modeling (SEM)). SEM is a statistical technique that analyzes the indicator variables, latent variables and measurement error. The data in this study using program LISREL (Linear Structural Relationship) 8.70 which is the statistical program package for Structural Equation Model (SEM). Testing research model to measure the factors identified do with factor confirmatory analysis approach (Fig. 2-4).

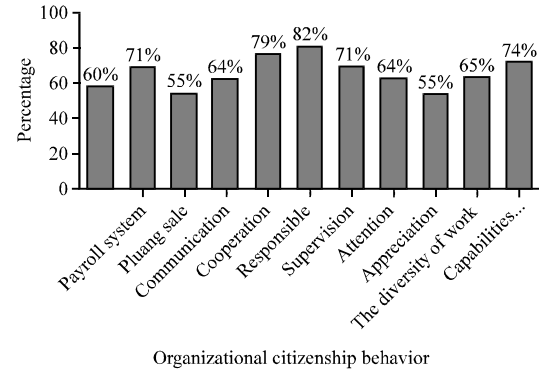


Fig. 4: Descriptive analysis job satisfaction

RESULTS AND DISCUSSION

Descriptive analysis of job satisfaction (x1): Figure 4 above shows that job satisfaction in PT. Haier sales Indonesia has been able to meet the target of employee satisfaction. indicator salary conformity with the necessities of life by 60% and the highest score is on the payroll of 71. The indicator system indicator promotional opportunities got a score of 55% is in the category enough. In indicator of responsibility by 82% good category and the lowest score is in communication by 64% is enough category. Indicator supervision of 71% were in either category and the lowest score of 55% is on the award indicator. Indicator capability in accordance with the work of 74% and the lowest score of 65% is in the diversity of the job indicator. The average score of job satisfaction variable that is equal to 67% and in the category enough (Fig. 5).

Descriptive analysis of organizational commitment (x2): Figure 5 shows that organizational commitment in PT. Haier sales Indonesia is still in the category enough. The score of 86% in the indicator organizational norms. At last a desire indicator on the job got a score of 49% and are in less good criteria. Indicator of loyalty towards the organization got a score of 57% and are in pretty good criteria. The average score of organizational commitment variable that is equal to 64% and be in good enough category.

Descriptive analysis of organizational citizenship behavior (y): Figure 6 shows that organizational citizenship behavior in PT. Haier sales Indonesia are in a category quite well. Indicator attitude towards other people/colleagues got a score of 68% and are in pretty good criteria. On the dimension of sportsmanship got a score of 62% and are in pretty good criteria with the highest scores by 73% in the indicator attitude towards work and the lowest score is the attitude indicator to a

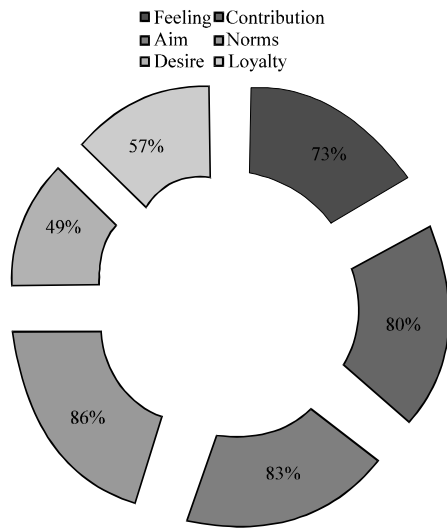


Fig. 5: Descriptive analysis of organizational commitment

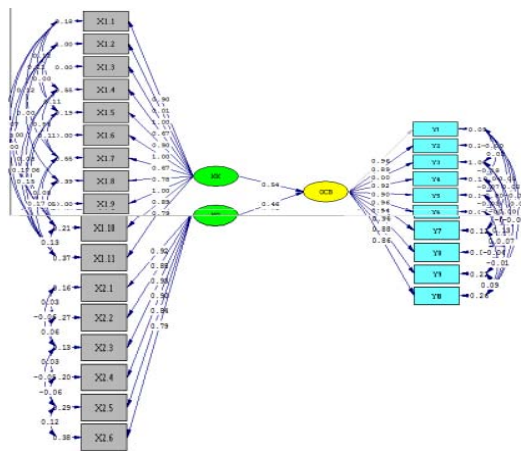


Fig. 6: Structural model (standardized) job satisfaction relationship to the organizational commitment

problem with a score of 58%. On the dimension of Conscientiousness got a score of 74% and are in good category with the highest score is on attitude indicator initiatives and awareness of employees with a score of 75% and the lowest score of 73% is on regulatory indicator within the organization. At dimensions courtesy got a score of 70% and are in good category with the highest score is 70% in consulting indicator and the lowest score of 69% is in indicator information. On the dimension of civic virtue got a score of 72% and are in good category with the highest score of 75% is in a sense indicators concern for the organization and the lowest score of 67% is in indicator of employee participation. The average score variable organizational citizenship behavior at 68% and are in good enough category.

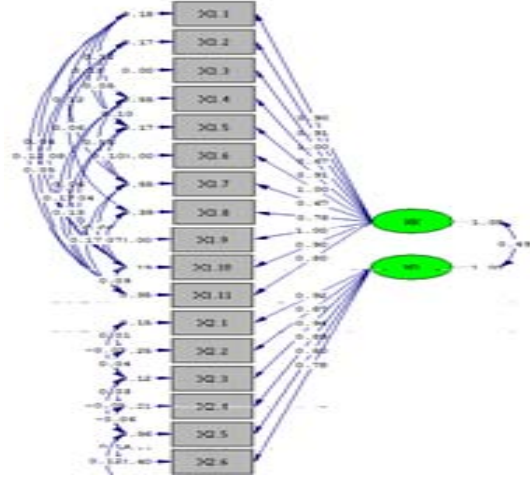


Fig. 7: Structural model effect of job satisfaction and organizational commitment on organizational citizenship behavior

Testing hypothesis 1: Hypothesis 1 stated that the results of the analysis and discussion undertaken by the researchers it can be said that job satisfaction in PT. HSI are in enough categories with an average score of 67% variable. organizational commitment is in fair category with the acquisition of a score of 64% this means that employees organizational commitment PT. HSI already quite good but still need improvement. Organizational citizenship behavior is in a category simply by the acquisition of a score of 68%, it means that organizational citizenship behavior that employees PT. HSI is good enough but it still needs to be scaled back (Fig. 7).

Testing hypothesis 2: Hypothesis 2 states that the related job satisfaction and organizational commitment, job satisfaction with relationships with organizational commitment of 0.49 or 49%. T-value of 7.37% greater than the critical limit specified is ± 1.96 , so H_0 is rejected which means that there is a relationship work satisfaction (μ_1) and organizational commitment (μ_2). This means that job satisfaction contributes to the organization's commitment to the relationship PT. HSI. It can be said that job satisfaction is related to organizational commitment, job satisfaction, the better the level of organizational commitment made higher by the employee. This is consistent with the theory that states Bahwan liaison organizational commitment is the best predictor of change compared to job satisfaction organizational commitment of employees who have the will exert more effort in the change project to build a positive attitude towards change (Robbins, 2006).

Testing hypothesis 3: Hypothesis 3 states that the effect on job satisfaction organizational citizenship behavior of 0.54, indicating moderate correlation between job satisfaction (ξ_1) with organizational citizenship behavior (η_1). T-value of 8.72 is greater than the prescribed critical limit is ± 1.96 , so H_0 is rejected which means there are significant job satisfaction (ξ_1) on organizational citizenship behavior (η_1).

For exogenous latent variable coefficient organizational commitment (ξ_2) against endogenous latent variables organizational citizenship behavior (η_1) of 0.46, indicating moderate correlation between organizational commitment (ξ_2) with organizational citizenship behaviour (η_1). The 7.82 t-value is greater than the prescribed critical limit is ± 1.96 , so H_0 is rejected which means there are significant organizational commitment (ξ_2) on organizational citizenship behavior (η_1).

It could be argued that when the workers are satisfied should be talking positively about the organization, helping others and beyond the normal expectations of the job, may be they want to reciprocate positive experience. Consistent with this thinking, job satisfaction shown to correlate moderately with organizational citizenship behavior. That higher levels of job satisfaction of individuals the greater the effect increases citizenship behavior (organizational citizenship behavior) person. Employees with high work satisfaction will create a positive impression about the individual and the organization, even to work more outside the main task (OCB behavior), thus creating a comfortable working environment.

Then it can be said also that organizational commitment and Citizenship Behavior (OCB) has a strong relationship and influence significant. If the employee is willing to do business is high (in this case is the employees who have the commitment) will generate discretionary behavior that is beneficial to the work environment in the organization (OCB). That is to say the higher the level of organizational commitment a person, the higher the level of citizenship behavior (OCB) that person. Conversely a low organizational commitment that will affect the low level of citizenship behavior Table 1.

Testing hypothesis 4: In the above calculation hypothesis 4 obtained the F value calculated at 171.00. Because the F count (199.50) > F table (3.064) then H_0 is rejected which means there are significant job satisfaction (ξ_1) and organizational commitment (ξ_2) on Organizational citizenship behaviour (η_1). Then be concluded that job satisfaction and organizational commitment have much influence by 0.75% or by 75% means that job satisfaction and organizational commitment together have a high

Table 1: Direct and indirect effect of latent variables

Variables	Coefficient	Direct effect	Indirect effect		Total effect
			X1	X2	
X1	0.539	0.290		0.123	0.413
X2	0.465	0.216	0.123		0.339
Total effect					0.752

impact on organizational citizenship behavior. Together influence job satisfaction (ξ_1) and organizational commitment (ξ_2) on organizational citizenship behaviour (η_1) is indicated by the value of R^2 , $R^2 = 0.75$ indicates contributions/influence job satisfaction (ξ_1) and organizational commitment (ξ_2) on organizational citizenship behaviour (η_1) sebesar 75.0%, the remaining 25.0% influenced by other factors not examined.

It can be said that job satisfaction and organizational commitment jointly influence on organizational citizenship behavior this is in accordance with the theory of a link that organizational citizenship behavior can arise from various factors within organizations, among them for their job satisfaction of employees and organizational commitment is high when employees feel satisfaction in their work then the employee will work optimally in completing the work (Robbins and Judge, 2015). As well as previous research that states that the organizational commitment and job satisfaction are high will affect the appearance of OCB (Sena, 2011).

CONCLUSION

Based on the results of research on the effect of job satisfaction and organizational commitment on organizational citizenship behavior PT. Haier sales Indonesia bandung branch it can be concluded as follows.

Job satisfaction: The highest score was 82% in the indicator responsibility and lowest scores by 55% in the award indicator and promotional opportunities.

Organizational commitment: The highest score was 86% in the indicator organizational norms and the lowest score is the indicator of the desire to survive at work by 49%.

Organizational citizenship behavior: The highest score of 75% on the attitude indicator initiatives and employee awareness and a sense of concern to the organization and the lowest score is the attitude indicator to a problem by 58%. Results of analysis using LISREL showed that job satisfaction associated with organizational commitment of 51% which shows the relationship was between job satisfaction and organizational commitment. Job satisfaction effect on organizational citizenship behavior in PT. Haier sales indonesia bandung branch of 41.3%, consisting of a direct influence by 29% and the indirect

effect of 12.3%; organizational commitment influence on organizational citizenship behavior PT. Haier sales Indonesia Bandung branch by 46%, consisting of the direct effect of 21.6% and the indirect effect of 12.3 job satisfaction and organizational commitment with the same effect on organizational citizenship behavior by 75%. The remaining 25.0% influenced by other factors not examined.

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