

## ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT PT ABC

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### ABSTRACT

This study aims to determine the effect of a positive relationship between Organizational Culture and Job Satisfaction on Organizational Citizenship Behavior through Organizational Commitment as an Intervening Variable for employees of PT ABC, Jakarta. The method used in this study is a quantitative method, where data collection is through a questionnaire process that is given online. The data collection technique uses a non-probability sampling technique, where the respondents are permanent employees who have worked for two years at PT ABC, Jakarta. The sample size for collecting questionnaire data was given to 76 respondents. Statistical data analysis is Structural Equation Modeling where data processing uses PLS software. Results, Organizational Culture has a positive effect on Organizational Commitment, Job Satisfaction has a positive effect on Organizational Commitment, Organizational Commitment has a positive effect on Organizational Citizenship Behavior, Organizational Culture has not had a positive effect on Organizational Citizenship Behavior, Organizational Culture has not had a positive effect on Organizational Citizenship Behavior through the mediation of Organizational Commitment, Job Satisfaction does not positively influence Organizational Citizenship Behavior and Job Satisfaction positively influences Organizational Citizenship Behavior through the mediation of Organizational Commitment.

**Keywords:** Organizational Culture; Job Satisfaction; Commitment; Organizational Citizenship Behavior

### ABSTRAK

*Penelitian ini bertujuan untuk mengetahui pengaruh hubungan positif antara Budaya Organisasi dan Kepuasan Kerja terhadap Organizational Citizenship Behavior melalui Komitmen Organisasional sebagai Variabel Intervening terhadap karyawan PT ABC, Jakarta. Metode yang digunakan dalam penelitian ini adalah metode kuantitatif, di mana pengumpulan data melalui proses kuesioner yang diberikan secara online. Teknik pengambilan data menggunakan teknik non – probability sampling, di mana responden karyawan tetap yang telah bekerja selama dua tahun pada PT ABC, Jakarta. Jumlah sampel untuk pengumpulan data kuesioner diberikan kepada 76 responden. Analisis data statistik adalah Structural Equation Modelling di mana pengolahan data menggunakan software PLS. Hasil, Budaya Organisasi memengaruhi secara positif terhadap Komitmen Organisasional, Kepuasan Kerja memengaruhi secara positif terhadap Komitmen Organisasional, Komitmen Organisaional memengaruhi secara positif terhadap Organizational Citizenship Behavior, Budaya Organisasi tidak memengaruhi secara positif terhadap Organizational Citizenship Behavior, Budaya Organisasi tidak memengaruhi secara positif terhadap Organizational Citizenship Behavior melalui mediasi Komitmen Organisasional, Kepuasan Kerja tidak memengaruhi secara positif terhadap Organizational Citizenship Behavior dan Kepuasan Kerja memengaruhi secara positif terhadap Organizational Citizenship Behavior melalui mediasi Komitmen Organisasional.*

**Kata Kunci:** Budaya Organisasi; Kepuasan Kerja; Komitmen; Organizational Citizenship Behavior

## INTRODUCTION

The presence or existence of each company will not only be reflected in the competence or qualifications of its human resources, but also side by side with the organizational culture of the company. Organizational behavior will display or have an impact on how human resources can work well in accordance with what the company has (Almasri, 2016). Every human resource in every company certainly has good performance, but for every best performance the company wants cooperation between every human resource in it, in order to achieve something that exceeds what the company previously had. The work that is the responsibility of each human resource in each company is guaranteed to be different, which will be adjusted to what is the main goal and focus of the company. As is the case at PT ABC, Jakarta which has the main focus on fulfilling consumer desires by serving through shopping centers or a mall managed by PT ABC.

Exploratory study of 30 respondents who were employees of PT. The results showed that not too many ABC employees, 69.7%, stated that organizational commitment was one of the important things for employees to have in order to provide better results to the Company. 75.6% of respondents were also not willing to help colleagues in their work, only doing work according to the job description. There is a phenomenon related to organizational citizenship behavior in PT employees. ABC, Jakarta. Because according to Husniani and Pangestu (2018) it is said that organizational citizenship behavior is a behavior that is carried out spontaneously because of the attachment that one feels towards the organization and can encourage the organization to achieve its desired goals. Furthermore, the results regarding the question of remaining with the organization in the next five years obtained a result of 65.7% for the answer no. Through the results of the two previous questions, it was found that there were obstacles or problems in organizational commitment among PT employees. ABC, Jakarta. Because according to Tjokro (2019) it is said that organizational commitment felt by employees is the dedication given to a person, a job or an organization to persevere in an action they take. This research is a replication study which was previously carried out by researchers Mahayasa et al. (2018) conducted on nurses from a type C private public hospital in Denpasar City, Indonesia. Through the background of the problem that has been described previously, the research has a discussion regarding "The Influence of Organizational Culture and Job Satisfaction on Organizational Citizenship Behavior with Organizational Commitment as an Intervening Variable at PT ABC".

## LITERATURE REVIEW

The organizational commitment possessed by each human resource in each respective organization, there is the influence of several factors that make it possible for human resources to continue or desire to have more attachment to the company, one of which is the organizational culture owned by the company. Good management of organizational culture in a company can support and enable every employee who has felt the impact to think that their company is the best place to be able to manage their competencies. There are many previous studies that have been carried out, where organizational culture has a significant influence on organizational commitment and there are not many previous studies that have found results that organizational culture does not have a positive influence on organizational commitment. Only in research from Luly (2016) and Mahayasa et al. (2018) who obtained the results that organizational culture and organizational commitment do not have a significant positive relationship. Other research that supports that organizational culture has a positive influence on organizational commitment, namely Parra and Castillo (2013) and Rahmani et al. (2015).

So through the previous statements, the first hypothesis is decided with:

H1: Organizational culture has a positive influence on Organizational Commitment.

Another factor that can influence organizational commitment has a high significance in an organization, namely job satisfaction. Through job satisfaction that can be given by the organization to employees through several values, both in terms of compensation, attention and supervision, it can give more confidence to employees in carrying out large responsibilities, the sense of satisfaction felt by employees will influence the commitment that employees want to give to their employees. Various aspects that an organization can provide to employees to create job satisfaction that they feel will benefit the company for a long period of time because through this, employee commitment will automatically be given to the organization (Purnamasari, 2016). Mahayasa et al. (2018) obtained significant positive results between job satisfaction and organizational commitment, where job satisfaction had a significantly high result for nurses so that it had an influence on nurses' commitment to the hospital.

H2: Job Satisfaction has a positive influence on Organizational Commitment

Research conducted by Mahayasa et al. (2018) obtained different research results from Luly (2016), namely that it was found that organizational commitment and organizational citizenship behavior had a relationship that mutually contributed positively to one another. Supporting research from Mahayasa et al. (2018), research conducted by Sedarmayanti and Kusmanto (2015) obtained significant positive results on the organizational commitment variable with organizational citizenship behavior, where the research conducted by both of them was in the academic scope.

H3: Organizational Commitment positively influences Organizational Citizenship Behavior.

Organizational culture is not only related to organizational commitment but also has an interrelated relationship with organizational citizenship behavior (Susanto, 2015). Research conducted by Susanto (2015) found significant positive results on both organizational culture and organizational citizenship behavior variables, where in the research it was said that every attitude held by employees will form organizational citizenship behavior which is felt for every task and responsibility they carry out. So it was noticed through this research that organizational culture has a high influence on what employees show through their organizational citizenship behavior. Furthermore, through research from Mahayasa et al. (2018) said that a mutually supportive relationship was found between organizational culture and organizational citizenship behavior. The explanation regarding the research carried out is that at a private public hospital in Denpasar, every nurse who works has an attachment to every job they do and also has a sense of responsibility for work outside of their main job or supporting each other's work with other colleagues. Sinha et al. (2019) found that the relationship between these two variables did not obtain significant positive results. With the large number of studies carried out previously that obtained more significant positive results than non-significant positive results, the first fourth part of the hypothesis was decided with:

H4a: Organizational culture positively influences Organizational Citizenship Behavior.

Research conducted by Sinha et al. (2019) was carried out without mediation from organizational commitment so it was found that it did not have a significant positive relationship, however, after an experiment was carried out through the mediation of organizational commitment. Arundita et al. (2021) that an organizational culture that can be managed well by a company will have an influence on the commitment given by employees to the organization so that ultimately it will also influence organizational citizenship behavior to mutually increase. Ariani et al. (2017) and Arundita et al. (2021) also obtained the same results

based on research conducted at a private company. Mahayasa et al. (2018) found that the relationship between these two variables and the mediation of organizational commitment did not obtain significant positive results. With the large number of studies conducted previously that obtained more significant positive results than non-significant positive results, the second part of the fourth hypothesis:

H4b: Organizational culture positively influences Organizational Citizenship Behavior with the mediation of Organizational Commitment.

Mahayasa et al. (2018) said that a mutually supportive relationship was found between job satisfaction and organizational citizenship behavior. The explanation regarding the research conducted was that at a private public hospital in Denpasar, every nurse who worked was attached to each job. Other research conducted by Islam et al. (2014) on bank employees in Malaysia stated that the job satisfaction felt by employees is relatively high so that it positively influences the organizational citizenship behavior of every employee who works at the Malaysian bank. Furthermore, research results from Charmiati and Surya (2019) obtained the results that the job satisfaction variable for hotel employees in Tehran had a significant positive influence on the organizational citizenship behavior variable. So through the previous statements, the first fifth part of the hypothesis is decided with:

H5a: Job Satisfaction positively influences Organization Citizenship Behavior

The results of Mahayasa et al. (2018) research found a significant positive influence between job satisfaction and organizational citizenship behavior with the intermediary or mediation of organizational commitment. Supporting research results from research from Charmiati and Surya (2019) also obtained significant positive results between job satisfaction and organizational citizenship behavior through the mediation of organizational commitment. Through research from Mahayasa et al. (2018) also obtained positive results between the two variables, job satisfaction and organizational citizenship behavior with the intermediary of job satisfaction. So through the previous statements, the first fifth part of the hypothesis is decided: H5b: Job satisfaction has a positive influence on Organizational Citizenship Behavior with the mediation of Organizational Commitment.

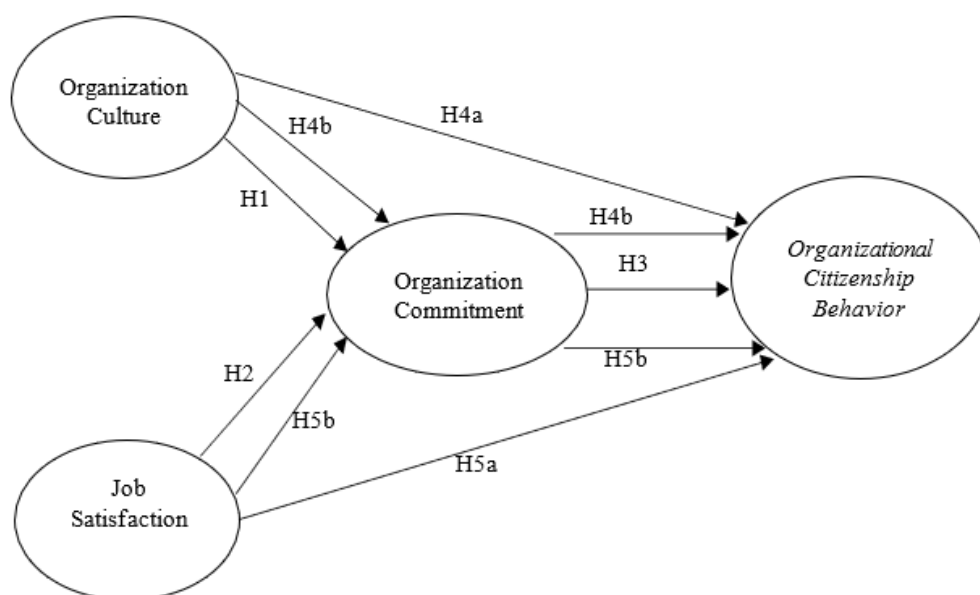


Figure 1. Research Model

## RESEARCH METHOD

This research will use a descriptive research design that describes all variables to describe the variables that influence employee OCB. The research subjects chosen were permanent employees of PT ABC who had worked for more than 1 year. The data used is primary data obtained directly through direct electronic questionnaire answers that have been given to every permanent employee of PT ABC who meets the respondent requirements. Research that uses the dependent variable employee OCB. All indicators were adapted from research by Mahayasa et al. (2018). Determining the number of samples was 76 people. The actual research questionnaire for 76 respondents has gone through reliability and validity tests. Measuring convergent validity through loading factors and Average Variance Extracted (AVE), is a discriminant validity test by evaluating the Fornell Larcker Criteria, namely the correlation value between a variable and the variable itself and the variable with other variables. The next step after measuring convergent validity through factor loading and Average Variance Extracted (AVE) is to test discriminant validity which is done by evaluating the Fornell-Larcker Criteria, namely the correlation value between a variable and the variable itself and the variable with other variables. The assessment is carried out by looking at the top value which is the correlation between a variable and the variable itself, while the value read vertically is the correlation between a variable and other variables. Data processing uses the SmartPLS 3.0 program.

## RESULTS AND DISCUSSION

### Respondent profiles

Based on the output above, it can be said that out of 144 respondents, there were 1 respondents (0.5%) worked for 1 year, 13 respondents (9%) worked for 1–3 years, 46 respondents (32%) worked for 3–5 years, 83 respondents (58%) worked for 5–8 years, and 1 respondent (0.5%) worked for more than 9 years, so the conclusion is that the majority of respondents contained in this research has been working for 5–8 years. Number of female respondents was 48 people and the number of male respondents was 96 people. It can be explained that working hours of Coffee shop tends to close at night making prefer more male employees than women.

### Actual Research

After the preliminary study test, the results obtained will then be used for research actual. According to Sholikhah, descriptive statistics are statistics that are used to provide information description of the data according to the collected by not drawing conclusions in general or general. Inferential statistics will explain the results of validity and reliability tests by making them Average Variance Extracted as a basis for convergent validity which has a value of more than 0.5, and a loading value minimum factor of 0.7 on discriminant validity.

**Actual research validity test.** As previously known, the minimum AVE value limit that is declared valid is 0.5, while the loading factor has a value limit of 0.7. Based on the final results of the study test introduction, all indicators that are feasible if they have a value of less than 0.7. Besides value loading factor, to test convergent validity it takes the Average Variance Extracted (AVE) value each variable above 0.5 (Ghozali & Latan, 2015). If the value of the loading factor is the value that owned by each indicator, then the AVE value is the value owned by each variable. Through Measurements were made using the Smart PLS 3 software program and the resulting AVE value is as follows.

**Table 1. Result Average Extracted**

Variables	AVE
Job satisfaction	0.61
Employee performance	0.70
Knowledge sharing	0.73
Quality of work life	0.58

Fornell-Larcker Criterion that is looking at the correlation between one variable and that variable itself, with the correlation of one variable and another. Value obtained from peer correlation variable must be higher in value than the correlation of the variable itself with other variables. The table below shows the cut of values have been met.

**Table 2. Fornell-Larcker Criterion Test**

	Job satisfaction	Employee performance	Knowledge sharing	Quality of work life
Job satisfaction	<b>0.78</b>			
Employee performance	0.59	<b>0.83</b>		
Knowledge sharing	0.56	0.62	<b>0.85</b>	
Quality of work life	0.59	0.63	0.76	<b>0.88</b>

**Reliability Test.** According to Ghazali and Latan (2015), reliability testing should use composite reliability values. This is because the composite reliability value is greater than the Cronbach's alpha value as shown in the table 3, although both the composite reliability and Cronbach's alpha values are above 0.7 and can declared reliable.

**Table 3. Reliability Test**

Variables	Composite Reliability
Job satisfaction	0.88
Employee performance	0.87
Knowledge sharing	0.92
Quality of work life	0.85

**Multicollinearity Test.** According to Ghazali and Latan (2015), multicollinearity is a condition for the occurrence of correlation between independent (dependent) variables. To identify the presence of multicollinearity can seen from the value of the Variance Inflation Factor (VIF) which is more than 5 or it will be serious if it is more from 10. All indicators has not multicollinearity. Then, test the value of Rsquare, namely the value that is only owned by the dependent variable (Y). The value of Rsquare shows how much the influence of the independent variables on the dependent variable. In this study, the dependent variable is Employee Performance (Y) and Knowledge Sharing variable as a mediating variable. Calculation of Rsquare produces the values in the following table.

**Table 4. R Square Test**

Variables	RSquare
Employee performance	0.58
Knowledge sharing	0.54

Next, do the bootstrapping procedure which is considered more efficient, because the jackknifing procedure does not take into account the true confidence intervals useful to know the effect between variables (Ghozali & Latan, 2015).

**Table 5. Hypotheses testing**

Hypotheses	T statistic	P Value	Status
Quality of work life → Knowledge sharing	6.330	0.000	Accepted
Job satisfaction → Knowledge sharing	3.465	0.000	Accepted
Quality of work life → Employee Performance	2.990	0.003	Accepted
Job satisfaction → Employee Performance	6.773	0.000	Accepted
Knowledge sharing → Employee Performance	5.992	0.001	Accepted

Quality of work life has a significant effect on knowledge sharing. Based on the results of the study it can be seen that job satisfaction significant effect on knowledge sharing. In addition, this is also supported by the R-Square value Job satisfaction with knowledge sharing can be seen through the moderate R-Square value, namely 0.54. Based on the research results, it can be seen that the quality of work life has no significant effect on employee performance. In addition, this is also supported by the R-Square value of quality of work life on employee performance can be seen through the moderate R-Square value, namely 0.58. Research result This is in line with research conducted by Sugiyono (2017), which states that quality of work life has significant effect on employee performance. Based on the research results can be known that job satisfaction has a significant effect on employee performance.

In addition, this is also supported by the R-Square value of job satisfaction on employee performance seen through the moderate R-Square value, namely 0.398. Not fulfilling a sense of satisfaction with work being done will potentially create a sense of frustration and decreased levels of motivation, thus this will actually create a decrease in the quality of work of an employee. The results of this study are in line with research conducted by Mahayasa et al. (2018) and Charmiati & Surya (2019), which states that Job satisfaction has a significant effect on employee performance. Based on research results can it is known that knowledge sharing has a significant effect on employee performance. This is shown by the bootstrapping results which show a significance value of 0.000 which the value is smaller than 0.05. In addition, this is also supported by the value of R-Square knowledge sharing on employee performance can be seen through the moderate R-Square value, namely 0.58. Exchange the ability and knowledge of an employee with other employees will be able to improve quality a person's work, so that this will encourage an increase in the employee's performance.

## CONCLUSION AND SUGGESTION

Based on result can be conclude that quality of work life significantly affects employee performance, job satisfaction significantly affects employee performance and knowledge sharing significantly affects employee performance. Knowledge sharing is able to mediate the effect of quality of work life and job satisfaction on employee performance. Keywords: quality of work life, job satisfaction, knowledge sharing, performance. Future research can add to what factors affect employees performance such as organization culture, compensation system, leadership, in other fields such as manufacturing or service industry.

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