

Original Article

Role of Job Satisfaction and Organizational Commitment to Organizational Citizenship Behavior (Study on BCA Employees at Semarang Main Branch Office)

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Abstract - This study aims to study how the role of job satisfaction and organizational commitment to organizational citizenship employee behavior at BCA Main Branch Office Semarang. The population in this study were all employees of BCA Main Branch Office (KCU) Semarang Jalan Pemuda Semarang and other KCP. The number of samples used was 75 respondents, with the sampling technique used is proportional random sampling. The data source used is primary data, with data collection techniques using questionnaires, while the data analysis technique used is multiple linear regression. The coefficient of determination indicates the variable job satisfaction and organizational commitment can explain variations in Organizational Citizenship Behavior variables of 70.2%. The results of hypothesis testing using the t-test statistic indicate that job satisfaction and organizational commitment shows a positive and significant effect on Organizational Citizenship Behavior

Keywords - Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior.

I. INTRODUCTION

The development of the banking industry in recent times has become increasingly rapid, and it can be seen from the number of banks that have appeared in every region in Indonesia. Competition among banking companies is increasingly complex and competitive. Every bank is required to be able to maximize the performance of its company so that it can survive and continue to grow.

The success of every company, of course, cannot be separated from the role of its human resources (Lestaringtyas, 2016). Referring to the effectiveness and success of a company will depend on the quality and performance of human resources. Good human resources of a banking company can be capital in order to compete with other banks that are more advanced. To deal with these situations and conditions, banking companies must determine their management strategies and policies,

especially in the field of Human Resources (Muranaka, 2012).

Efforts that can be made by the company to continue to survive and develop take some organizational behavior from its employees so that the company can run well, effectively, and efficiently. One of the employee behaviors that are important for company effectiveness is organizational citizenship behavior or OCB (Pradhiptya, 2012). Organizational Citizenship Behavior (OCB) can arise from various factors within the organization, including the job satisfaction of employees and high organizational commitment (Robbin and Judge, 2015).

OCB can also help conserve scarce resources for maintaining group functioning, making it an effective means of coordinating activities within workgroups, improving the company's ability to attract and retain the best employees, as well as improving the stability of the company's performance. Reflects OCB's behavior in a good BCA bank.

KCU Semarang has various branches, one of which is BCA KCU Semarang. In order to survive in the midst of today's competition, BCA KCU Semarang strives to improve its effectiveness and efficiency. KCU strives to implement Organizational Citizenship Behavior in which every employee has the attitude to help other employees in order to lighten the workload of employees and create employee productivity.

Research on the effect of job satisfaction and organizational commitment on Organizational Citizenship Behavior (OCB) has been conducted by previous research. Based on some of these studies, it is shown that there are inconsistencies in the results shown from differences in research results or the phenomenon of the research gap so that it can be used as an impetus or reason for conducting this research.

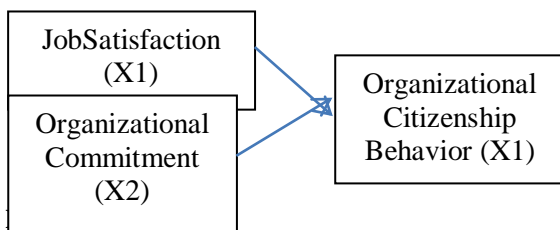


The differences in research results can be seen from the research results of Hidayat and Kusumawati (2014), Sudarmo and Wibowo (2015), Meilina (2016), Widayanti and Farida (2016), Yuliani and Katim (2017), Darmawan and Satrya (2018), and Sengkey ., et al. (2018) which states that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB). However, it is different from the results of research from Takaheghesang (2016) and Yanti and Supartha (2017), which state that job satisfaction has a negative and insignificant effect. Negative and insignificant effect on Organizational Citizenship Behavior (OCB).

Other differences in results can be obtained from the research of Hidayat and Kusumawati (2014), Sudarmo and Wibowo (2015), Meilina (2016), Widayanti and Farida (2016), Yuliani and Katim (2017), Darmawan and Satrya (2018), which states that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB). However, in contrast to the results of Takaheghesang (2016), Yanti and Supartha (2017), and Sengkey. et al. (2018) state that organizational commitment has an effect negative and insignificant on Organizational Citizenship Behavior.

Based on the description above and the existence of different research results or research gaps, the authors are interested in conducting research with the title "The Role of Job Satisfaction and Organizational Commitment to Organizational Citizenship Behavior (Study on BCA Employees at the Main Branch Office Semarang)".

Research Framework



H1: Job satisfaction has a positive and significant effect on Organizational Citizenship Behavior.

H2: Organizational commitment has a positive and significant effect on Organizational Citizenship Behavior

II. RESEARCH METHODS

A. Population and Sample

The population used in this study were all employees at BCA Main Branch Office (KCU) Semarang, with a total of 297 employees. The number of samples used in this study was 75 respondents, namely employees who were divided into various divisions and branch offices of BCA Semarang Pemuda Semarang. The sampling technique uses proportionate stratified random sampling:

Sources of data used are primary data, namely data obtained directly from data sources by conducting research directly into the field. In this study, data collection was carried out through a questionnaire to employees of BCA Main Branch Office (KCU) Semarang. And through

library research by examining materials such as books containing theories, scientific works, and other materials relevant to research

B. Data analysis

Data analyzed with multiple linear regression analysis in this study using the SPSS 20.0

C. Research Instrument Test

All indicators used in the variables have a value of r arithmetic greater than r table (r count > 0.306) so that all indicators of each research variable can be said to be valid. All variables in the study have a Cronbach's alpha value greater than 0.70, so it can be said that all measuring concepts of each variable from the questionnaire are reliable, which means that the questionnaire used in this study is a reliable questionnaire

III. RESULTS AND DISCUSSION

A. Normality Test

Based on the results of the normality test, the magnitude of the probability value shown in Asymp is obtained. Sig is 0.401, and the value is greater than 0.05. It can be concluded that the distribution of data in the regression model is normally distributed, meaning that the data has met the assumption of normality.

B. Multicollinearity Test

Based on the results in the table above, it can be seen that each variable of job satisfaction and organizational commitment has a tolerance value greater than 0.10, and the VIF value is also smaller than 10. This means that there is no correlation between the independent variables used, so it can be concluded that the resulting regression model does not occur multicollinearity symptoms.

C. Heteroscedasticity Test

Based on the results in the table above, the significance value of each job satisfaction variable is 0.418, and the organizational commitment variable is 0.203. The significance value of each variable is greater than 0.05 (significance > 0.05). It can be concluded that the regression model used in this study does not occur heteroscedasticity

D. Coefficient of Determination

Adjusted R Squar Square of 0.702. It can be concluded that the variable job satisfaction and organizational commitment can explain the variation of the variable Organizational Citizenship Behavior by 70.2%; based on the results in the table above, the coefficient value of Adjusted R Square of 0.702 is obtained. It can be concluded that the variable job satisfaction and organizational commitment can explain the variation of the variable Organizational Citizenship Behavior by 70.2%, while the remaining 29.8% can be explained by other variables outside the model, such as organizational culture, transformational leadership, job characteristics. , workload, motivation, work environment, and others.

E. F Test

Based on the results in the table above, obtained a significance value of $0.000 < 0.05$, it can be concluded that the resulting regression model is fit, so the regression model is significant and feasible to use. A fit regression model means that job satisfaction and organizational commitment can be used to predict Organizational Citizenship Behavior.

F. Hypothesis Results (t-test)

a) Hypothesis Testing the Effect of Job Satisfaction on Organizational Citizenship Behavior

Based on the results of the analysis obtained in the table, it shows that the t-value of the job satisfaction variable is greater than the t-table value of $4.585 > 1.666$, with a significance level of $0.000 < 0.05$, so the result of the decision is to accept the alternative hypothesis (Ha). A positive t-count coefficient value means that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior.

This means that if the job satisfaction felt by employees is increasing, the Organizational Citizenship Behavior is increasing. So it can be concluded that the first hypothesis, which states that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior, is statistically acceptable.

The results of the study indicate that job satisfaction felt by employees is an important factor that must be considered by Bank BCA KCU Semarang to be able to improve the Organizational Citizenship Behavior of its employees. These results also indicate that job satisfaction is a factor that can shape Organizational Citizenship Behavior. When employees are satisfied with their work, they will reciprocate. The employee's response includes a sense of belonging to the organization and behaviors such as Organizational Citizenship Behavior. This also means that better job satisfaction as measured by indicators such as challenging work, supportive working conditions, appropriate salary, personal compatibility with work, and supportive co-workers will be able to increase job satisfaction so that it has an impact on increasing Organizational Citizenship behavior. Behavior. These results have supported the results of research conducted by Hidayat and Kusumawati (2014), Sudarmo and Wibowo (2015), Meilina (2016), Widayanti and Farida (2016), Yuliani and Katim (2017), Darmawan and Satrya (2018), and Sengkey., et al. (2018) which states that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior.

b) Hypothesis Testing the Effect of Organizational Commitment on Organizational Citizenship Behavior

Based on the results of the analysis obtained in the table, it shows that the t-value of the organizational commitment variable is greater than the t-table value of $7.116 > 1.666$, with a significance level of $0.000 < 0.05$, so the result of the decision is to accept the alternative hypothesis (Ha). A positive t-count coefficient means that organizational commitment has a positive and significant

effect on Organizational Citizenship Behavior. This means that if the organizational commitment of employees is increasing, then the behavior of Organizational Citizenship Behavior is increasing. So it can be concluded that hypothesis one which states that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior which is statistically acceptable.

The results of the study indicate that the attitude of organizational commitment possessed by employees is the most important factor that must be considered by the Bank BCA KCU Semarang in order to improve the Organizational Citizenship Behavior of its employees. This can be seen from its considerable influence so that it will be a factor that will be able to shape Organizational Citizenship Behavior.

These results also indicate that, basically, OCB behavior cannot be separated from employee commitment to Bank BCA KCU Semarang, because after all, work performance that exceeds what it should be will be determined by whether or not the employee's commitment to the bank is strong. This is because organizational commitment as measured by indicators of a career desire in the company, trust in the company, the desire to survive with his job, employee engagement with his work, loyalty to the company, pride in working in the company can be considered by employees in order to increase organizational commitment so that it will have an impact on increasing Organizational Citizenship Behavior. These results have supported the results of research from Hidayat and Kusumawati (2014), Sudarmo and Wibowo (2015), Meilina (2016),

Widayanti and Farida (2016), Yuliani and Katim (2017), and Darmawan and Satrya (2018) state that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior

IV. CONCLUSION

Based on the results of the analysis described previously, it can be drawn from the research results, as follows:

1. Hypothesis one is accepted, meaning that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior. It can be seen from the calculated t value, which is greater than the t table, and the significance value is less than 0.05. This means that an increase in job satisfaction felt by every bank employee will increase the Organizational Citizenship Behavior carried out by employees of the BCA Main Branch Office (KCU) Semarang.

2. Hypothesis two is accepted, meaning that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior. It can be seen from the calculated t value, which is greater than the t table, and the significance value is less than 0.05. This means that the increase in organizational commitment in bank employees will increase the Organizational Citizenship Behavior carried out by employees of the BCA Main Branch Office (KCU) Semarang.

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