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Organizational Citizenship Behavior, What Does Really Matter?

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Abstract

Human resources management is currently a necessity and is no longer an option if a company wants to grow. Human Resources is very important in an organization, because the effectiveness and success of an organization is very dependent on the quality and performance of the human resources that exist in the organization. This study aims to examine and analyze the influence of Political Organization, Organizational Climate, and Organizational Culture on Organizational Citizenship Behavior (OCB) with Job Satisfaction as an intervening variable at PT. Pegadaian Indonesia (PERSERO). The object of this research is the employees as many as 80 respondents. The approach used in this research is the Component or Variance Based Structural Equation Model with Smart-PLS analysis tools. The results showed that the Political Organization had no significant effect on Job Satisfaction on the employees, Organizational Climate has a significant positive effect on Job Satisfaction, Organizational Culture has a significant positive effect on Job Satisfaction, Political Organization significant positive effect on Organizational Citizenship Behavior on employees, Organizational Climate has a significant positive effect on Organizational Citizenship Behavior for employees, Organizational Culture significantly positive effect on Organizational Citizenship Behavior on employees, Job Satisfaction has a significant positive effect on Organizational Citizenship Behavior.

Keywords : *Organizational Culture, Organizational Citizenship Behavior, Job Satisfaction
Political Organization, Organizational Climate,.*

Introduction

In the current era of globalization, competition between companies is getting tougher, because companies are not only faced with domestic competition, but also abroad. Facing

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these situations and conditions, companies must determine their management strategies and policies, particularly in the field of human resources (HR). HR management is currently a necessity and is no longer an option if a company wants to grow. Human Resources is very important in an organization, because the effectiveness and success of an organization is very dependent on the quality and performance of the human resources that exist in the organization. High performance of human resources (employees) will encourage the emergence of job satisfaction. Job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important (Luthans, 2009).

(Rivai & Mulyadi, 2012) state that job satisfaction is an assessment of workers about how far their overall job satisfies their needs. Employee performance is considered good enough so that many customers are happy and feel satisfied with the service provided at the company PT. Pegadaian (PERSERO). With a high level of customer satisfaction, it directly affects job satisfaction for these employees. So in general, a positive attitude is reflected in the feelings of employees about their work. Employee actions lead to personal interests without paying attention to the interests of other employees and the most important thing is to get more attention in front of the leadership of the organization, so it is very rare to find an attitude of initiative to help voluntarily in the organization. With this it can be concluded that organizational politics is a phenomenon that occurs at PT. Pegadaian (PERSERO). Organizational politics is seen as objective behavior through investigating political tactics. Organizational political behavior tactics have no sanctions, which may be detrimental to organizational goals or to the interests of others in the organization (Harrell-Cook et al., 1999). So that organizational politics makes it possible to produce positive and negative work (Fairuzzabadi, Murkhana, & Ayu, 2016).

In addition to the problems that exist in the employees of PT. Pegadaian (PERSERO) is an employee who does not always take work and organization seriously, earning 70%. This shows that this behavior has become a special concern because it will hinder the running of work in the company in achieving company goals. An attitude of not being serious about work influences employees to take an attitude of mutual cooperation between members within the organization. In this case, the relationship between employees will have an impact on the occurrence of cracks in the organization, so that employees tend to take action just to work and take the organization seriously. Based on previous research conducted by (Soelton & Nugrahati, 2018; Soelton et al., 2020; Ramli et al., 2019; Gunawan & Santosa, 2012), organizational politics has an influence on how employees perceive their organizations.

Method

The process of this study begins with the activities of problems identifying at the research site, conducting problem formulation and gathering basic theories to strengthen the foundation of each variable. Furthermore, the preparation of methods in data collection, instrument preparation and testing techniques are carried out. Seeing the characteristics of the existing population and the purpose of this study, the sampling technique in this study is saturated sampling, namely the determination of respondents from the all of population.

In this study using a quantitative approach in which the survey through a questionnaire method using the Partial Least Square (PLS) methodology and descriptive analysis using SPSS Statistics 25. The population in this study is the all employees who work at PT. Pegadaian (PERSERO) with a total population of 80 respondents.

Literature Review

Organizational Citizenship Behaviour (OCB)

Organizational Citizenship Behavior (OCB) is behavior that arises at the discretion of an employee which is done voluntarily and without coercion. This behavior goes beyond the formal demands of a job or a formal job description Smith in Andriani (2012) and the role of OCB (Organizational Citizenship Behavior) is one of the factors that most determines the success of a company (Jumadi, Soelton, & Nugrahati, 2018).

Job Satisfaction

According to Sutrisno (2011) job satisfaction is a pleasant or unpleasant emotional state for employees to view their work. Meanwhile, according to Suhendi & Anggara (2010) job satisfaction is a (positive) attitude of workers towards their work, which arises based on an assessment of the work situation. Furthermore, (Badriyah, 2015) argues that the definition of job satisfaction according to Mila Badriyah is the attitude or feelings of employees towards pleasant or unpleasant aspects of work in accordance with the assessment of each employee.

Political Organizational

According to (Sunyoto & Burhanudin, 2011) organizational politics can be defined as an increase in self-interest done on purpose. Organizational politics involves actions to influence that are done intentionally to increase or protect the personal interests of individuals or groups. Individuals who join an organization are faced with a choice, namely pursuing personal interests or achieving organizational goals. Meanwhile, according to (Siswanto, 2007) organizational politics is any actor or group in the organization to build power to influence the goal setting, criteria or organizational decision-making process in order to fulfill its interests.

Organizational Climate

According to (Wirawan, 2007) Organizational climate is the perception of organizational members (individually and in groups) and those who are constantly in touch with the organization (for example suppliers, consumers, consultants, and contractors) regarding what exists or happens in the organization's internal environment on a regular basis that affects attitudes to organizational behavior and performance of organizational members which then determine organizational performance. (Tagiuri and Litwin, 1968) define organizational climate as the quality of the organization's internal environment which is relatively continuous experienced by members of the organization and can be described in terms of a set of characteristics of the nature of the organization.

Organizational Culture

(Schein, 2010) states that organizational culture is an archetype accepted by organizations to act and solve problems, form employees who are able to adapt to the environment and unite organizational members. Organizational culture according to (Wirawan, 2007) is norms, values, assumptions, beliefs, philosophy, organizational habits, etc., founders, leaders and members of the organization are socialized and taught to new members and applied in organizational activities so as to influence mindsets, attitudes. and the behavior of organizational members in serving consumers, and achieving organizational goals.

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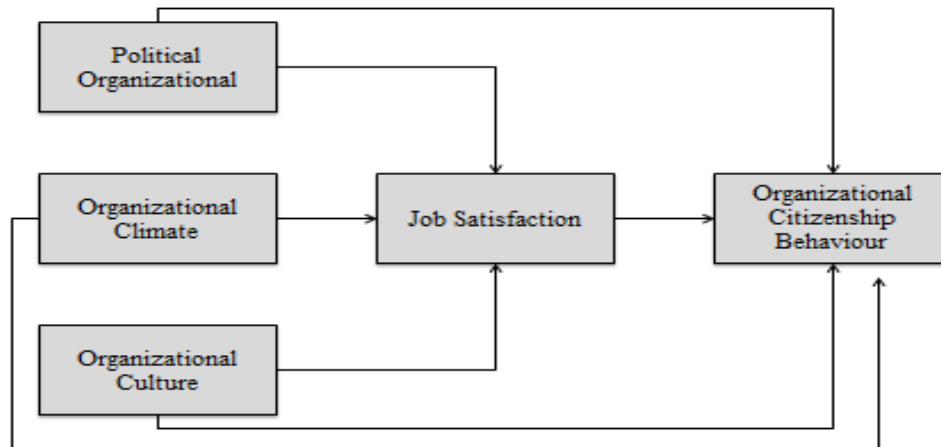


Figure 1: Research Framework

Discussion

Results

Seeing the R Square value (R^2) which is a testing for Goodness of Fit (GoF) Model. In assessing models with PLS begins to see R Square (R^2) for each dependent latent variables. According to Chin (1998), the values of R square are 0,67 (strong), 0,33 (moderate) and 0,19 (weak). The relevance of the predicted value (Q squared) at 0,02 (small), 0,15 (medium) and 0,35 (large). Testing Goodness of Fit Structural models in the inner model using predictive relevance (Q^2). Q-Square (Q^2) value greater than 0 (zero) indicates that the model has a predictive relevance value.

The measurement model analysis in this case aims to test the validity and reliability of each dimension and the indicators used to measure each of the previously constructed variables. Analysis of the measurement model can be explained by explaining the discriminant validity value by looking at the square root value of Average Variance Extracted (AVE) with a suggested value above 0,5, loading factor ($>0,5$), building validity and composite reliability (Cronbach's Alpha $> 0,70$).

Table 1: Goodness of Fit Model (GoF)

Variable	AVE	Composite Reliability	Cronbac's Alpha	R Square
Political Organizational	0,763	0,899	0,743	-
Organizational Climate	0,844	0,746	0,816	-
Organizational Culture	0,690	0,712	0,893	-
Job Satisfaction	0,734	0,866	0,757	0,855
Organizational Citizenship Behavior (OCB)	0,751	0,709	0,786	0,817

The R^2 value indicates that the criteria are strong, it is concluded that the proposed model is supported by empirical research in which the model is classified as an appropriate model.

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The AVE values are >0.5 , which indicates the variables in the meet of the model of discriminant validity criteria. The composite reliability and Cronbach's Alpha value for each variable is >0.70 which means all variables are classified as reliable.

Table 2: Loading Factor Between Latent Variables and Dimensions

Variable	Indicator	Loading Factor (λ)	Remark
Political Organizational	P1	0,587	Valid
	P3	0,783	Valid
	P4	0,855	Valid
	P6	0,609	Valid
Organizational Climate	O1	0,663	Valid
	O2	0,836	Valid
	O4	0,599	Valid
	O7	0,803	Valid
Organizational Culture	OC1	0,655	Valid
	OC2	0,698	Valid
	OC3	0,711	Valid
	OC5	0,689	Valid
Job Satisfaction	J1	0,845	Valid
	J2	0,769	Valid
	J3	0,598	Valid
	J4	0,896	Valid
Organizational Citizenship Behavior (OCB)	OCB1	0,866	Valid
	OCB4	0,748	Valid
	OCBB5	0,871	Valid
	OCBB6	0,690	Valid
	OCBB9	0,845	Valid

The measurement results based on analysis of data processing on dimensional models based indicators show that the overall indicator is processed on top of that is in Table 2 were classified as invalid where the majority of value loading factor greater than $>0,50$ (over 0,50).

Table 3: The Result of Hypothesis Testing

Hypothesis	Original Sample	$\gamma\beta$	T-Statistics	Remark
P → J	0,588	0.078	4.109	Positive – Significant
O → J	0,421	0.056	3.992	Positive – Significant
OC → J	0,437	0.074	2.801	Positive – Significant
P → OCB	0,309	0.044	3.129	Positive – Significant
O → OCB	0,335	0.063	4.073	Positive – Significant
OC → OCB	0,490	0.050	4.904	Positive – Significant
J → OCB	0,510	0.076	5.280	Positive – Significant

Discussion

The influence of political organizational towards job satisfaction

Regarding the testing of hypothesis, the results obtained t-statistic political organizational of job satisfaction of 4.109 and the value of the original sample of 0.588. T-statistic value is more substantial than the value of the t-table is 1.96 and the value of the original sample shows the value positive, the result describes that influential political organizational positive and significant impact on job satisfaction. Positive values in the original sample indicate the direction of a positive relationship between the political organizational on job satisfaction. The results of this research are supported by research (Fairuzzabadi, Murkhana, & Ayu, 2016).

The influence of organizational climate towards job satisfaction

Regarding the hypothesis test the impact of the organizational climate on job satisfaction obtained the value of t-statistic 3.992 and the original sample value 0.421. The value of t-statistic > the t-table value that is 1.96 and the value of original sample indicates the value positive, this result shows that organizational climate is influential significant positively impact on job satisfaction. The results of this study are supported by research (Ariyani, 2012), (Wibisono, 2011), (Susanti, 2012).

The influence of organizational culture towards job satisfaction

Organizational culture is influential positive and significant to job satisfaction. Obtained the t-statistic value of 2.801 and the value of original sample of 0.437. The t-statistic value > the t-table value that is 1.96 and the value of original sample indicates positive, this result shows that organizational culture is influential positive and significant impact on job satisfaction. The results are supported by (Husodo, 2018), (Badawy, Kamel, & Mahdy, 2016).

The influence of political organizational towards organizational citizenship behaviour

Furthermore, based on the hypothesis testing the effect of political organizational on organizational citizenship behaviour the results obtained value of t-statistic 3.129 and the value of original sample 0.309. The t-statistic value > t-table value that is 1.96 and the value of original sample indicates the positive, this result shows that influential political organizational positive and significant impact on organizational citizenship behaviour. The results of this study are supported by (Pradana & Triwijyati, 2016)

The influence of organizational climate towards organizational citizenship behaviour

Furthermore, regarding the hypothesis testing the effect of organizational climate on organizational citizenship behaviour the results obtained value of t-statistic 4.037 and the value of original sample 0.335. The t-statistic value > the t-table value that is 1.96 and the value of original sample indicating the positive, result shows influential organizational climate positive and significant impact on organizational citizenship behaviour. Based on the results of (Suifan, 2016).

The influence of organizational culture towards organizational citizenship behaviour

Furthermore, regarding the hypothesis testing the effect of organizational culture on organizational citizenship behavior the results obtained value of t-statistic 4.904 and the value of original sample 0.490. The t-statistic value > the t-table value that is 1.96 and

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the value of original sample indicating the positive value, result shows influential organizational culture significantly positive impact on organizational citizenship behaviour. Based on the results of (Badawy, Kamel, & Mahdy, 2016).

The influence of job satisfaction towards organizational citizenship behaviour

Furthermore, regarding the hypothesis testing the effect of job satisfaction on organizational citizenship behaviour the results obtained value of t-statistic 5.280 and value of the original sample 0.510. The t-statistic value > the t-table value that is 1.96 and the value of original sample indicating the positive value, result shows that influential job satisfaction have significantly positive impact on organizational citizenship behaviour. Based on the results of (Pradhiptya, 2013).

Conclusion

The aim of this research is to analyze The Effect Of Political Organization, Organizational Climate And Organizational Culture On Organizational Citizenship Behaviour (OVb) With Job Satisfaction As Intervening Variables of PT. Pegadaian (PERSERO). Based on the analysis of the data and the discussion that has been put forward, it can be stated several research conclusions as follows:

1. Political Organization has a significantly positive effect on Job Satisfaction at PT. Pegadaian (PERSERO). This means that if the political organization in a company is good, then the level of job satisfaction of employees will be increase.
2. Organizational Climate has a significantly positive effect on Job Satisfaction of PT. Pegadaian (PERSERO). This means that if the orrganizational climate in a company is low or bad, the level of job satisfaction of employees will also be higher.
3. Organizational Culture has a significantly positive effect on Job Satisfaction of PT. Pegadaian (PERSERO). This means that if a organization culture in a company is going well, then the level of job satisfaction of employees is also getting higher.
4. Political Organization has a significantly positive effect on Organizational Citizenship Behaviour of PT. Pegadaian (PERSERO). This means that if the political organization in a company is good, then the level of organizational citizenship behaviour in a company is also high.
5. Organizational Climate has a significantly positive effect on Organizational Citizenship Behaviour of PT. Pegadaian (PERSERO). This means that if the organization climate in a company is good, then the level of organizational citizenship behaviour in a company will also be good.
6. Organizational Culture has a significantly positive effect on Organizational Citizenship Behaviour of PT. Pegadaian (PERSERO). This means that if a organization climate in a company is good, then the level of organizational citizenship behaviour in a company will also be good.
7. Job satisfaction has a significantly positive effect on Organizational Citizenship Behaviour of PT. Pegadaian (PERSERO). This means that if the level of job satisfaction of employees in a company is high, then the level of organizational citizenship behaviour in a company will also be good.

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Implication

The study of this research has concluded both of theoretical and practical implications:

1. Companies are fairer in determining or placing positions for each employee, so that each employee can work well if the career path in a company can be fair and pay attention to the environment around the employee's work and can carry out maintenance or repairs, so that employees feel comfortable at work.
2. Companies to be able to share duties or workloads fairly among each of its employees, it does not differentiate from any aspect, including the culture of the employees and pay the salaries of each employee fairly according to the class or level of work load and difficulty received by employees, so that employees work actively and feel entitled which he received in accordance with the load done.
3. Companies are able to divide the work of each employee according to their portion so that employees do not feel burdened at work and feel treated fairly.

Limitation

This research may not cover all variables and issues that might be encountered by the organizational citizenship behaviour. So that in the future, if there are researchers who want to examine organizational citizenship behaviour, they can use other variables outside of this study with a wider area of respondents and others companies.

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