

# The effect of Organizational Citizenship Behavior on Performance mediated by Job Satisfaction

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## ABSTRACT

*This study aims to examine and analyze the effect of OCB on performance, the effect of OCB on job satisfaction, the effect of job satisfaction on performance, and the effect of OCB on performance mediated by job satisfaction. The research subjects were the police at the Directorate of Intelkom Polda. Respondents in this study were all police at the Directorate of Intelkom Polda, 123 police. Data analysis techniques were carried out using PLS (partial least squares) where the process was assisted by smartPLS 3.0 software. The results of this study indicate that OCB has a significant effect on performance. OCB has a significant effect on job satisfaction. job satisfaction has significant effect on performance. OCB has a significant effect on performance through job satisfaction.*

**Keywords:** OCB, Job Satisfaction, Performance

## I. INTRODUCTION

Globalization has recently become an increasingly discussed issue. The existence of a country is increasingly being sidelined along with technological developments. Winning competition is a hot topic to be able to survive in the era of globalization which is characterized by increasingly rapid changes due to technological developments. Until the end of 2018, statistics stated that there were 95,335 expatriates who had come to fill several positions in Indonesian companies. Statistics on expatriate arrivals increased by 10 percent from 2017 and the number of expatriates will continue to increase in 2019 (U. Kalsum, 2019). Organizations that are generally considered to be the most capable of producing quality human resources are educational institutions. In general, organizations are divided into two major groups based on their objectives, namely: (1) social organizations that aim to improve the welfare of their members; (2) business organizations that aim to make a profit (AR Paramitha, et al (2007).

Human resources (HR) are the main key in a company, whether it is a government company or a private company. Human resources (HR) are the most important assets of a company in showing the vision and mission targets to be achieved by the company. The company is currently trying to make an adjustment strategy to deal with human resources in the millennial era which can be an internal challenge because human resources in the millennial era no longer show the value of loyalty to their company but rather put forward the desire to compete in order to get what they want.

Bateman and Organ (1983), for the first time, announced the term organizational citizenship behavior for this behavior, to the world of science and introduced it as a useful action not listed in the manifest job description to help others fulfill their obligations. as an employee rail. Certainly, after the introduction of this concept by organs and colleagues, different experts, using concepts such as extra-role behavior, prosocial organizational behavior, organizational spontaneity and Contextual Performance, spent two decades explaining this subject (Podsakoff, Mackenzie, Paine & Bachrach, 2000). Key elements of OCB include: Behavior beyond what is formally described for staff; It is behavior that is not rewarded directly or through the formal organizational structure is not rewarded, it is behavior that is important for organizational performance or its success (Castro, Armario & Ruiz, 2004).

According to Azalia's research, TA et.al. (2022) found that Organizational Citizenship Behavior (OCB) has a positive impact on employee performance, the motivation has a positive impact on employee performance and job satisfaction has a positive impact on employee performance. Titisari (2014), Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the role in the workplace. The concept of Organizational Citizenship Behavior (OCB) teaches to always care and help each other to achieve company goals. One of the company's goals is to be able to achieve monthly turnover according to the target, so that the company can provide salaries to employees.

Salary is one of rewards which becomes a form of employee job satisfaction, therefore it can be concluded that Organizational Citizenship Behavior (OCB), employee performance and job satisfaction are interrelated. It is according to research conducted by Astakoni and Pradnyana (2015) which states that job satisfaction has a significant effect on Organizational Citizenship Behavior (OCB) and Organizational Citizenship Behavior (OCB) has a positive effect on employee performance. The success achieved by employees working hard will give them job satisfaction. According to Sinambela (2017:302-303) job satisfaction is a feeling of relative pleasure or displeasure. The research conducted by Primanda and Azzuhri (2016) states that job satisfaction has a significant effect on employee performance.

Podsakoff and colleagues have outlined several areas of organizational citizenship behavior that help organizations be successful below: increasing management and employee efficiency, making organizational resources free, which can be used for more productive purposes, reducing the need to allocate limited resources to tasks that are only in the aspect of maintenance, coordinating coordinator activities, both within and between working groups; strengthening organizational capacity to attract and retain qualified personnel; increase the stability of organizational performance, enabling organizations to adapt more effectively to environmental changes (Podsakoff et al., 2000). Therefore, the organizational citizenship behavior of Samen credit union staff can play an important role in the success and better performance of the organization. These staff act outside their official roles voluntarily, and use all their efforts for their organization. In this case, the institution's competitive ability improves and comprises more effectively with the changing environment, and changes the effective organization.

Exploring this behavior and the ways in which it increases its presence in these institutions, can be a huge challenge for the institution. One of the main challenges facing organizations in a changing, and currently highly varied, world is identifying the factors that can be effective in organizational citizenship behavior, which is one of the emerging phenomena in the field of organizational behavior. The basis of the initial investigations conducted on the relationship between attitudes and behavior was based on the assumption that the two had a causal relationship with each other. That is, a person's attitude determines the things he does and can influence that person's behavior. The relationship between attitude and behavior is the Attitude-Behavior relationship (Robbins, 1999).

Based on preliminary observations, several members of the police force at the Directorate of Intelligence and Communication of the Regional Police do not yet have extra-role behavior towards co-workers and the public who need assistance. The extra role behavior in question is when colleagues experience problems related to the work assigned to them, there are still some police officers who are not willing to help solve problems related to the work of their colleagues. On the other hand, the resolution of problems that occur in the field sometimes cannot be resolved in a timely manner.

Then related to the relationship between several subordinates and the leadership, there is still less harmony and a lack of good relations between leaders and subordinates. Another problem is that there are still some members of the police force who feel dissatisfied with the burden of duties and responsibilities they carry.

## II. LITERATURE REVIEW

### 2.1 Organizational Citizenship Behavior

Podsakoff et al define OCB as direct and open voluntary behavior, compensation is not recognized in the system and in addition, improves the business performance of the organization (Podsakoff et al., 2000). Bateman and Organs call this behavior social car lubricant under the company and do not call it responsible performance. Examples include: helping colleagues face difficulties in their work, accepting orders that are not critical, enduring work pressure without complaining, helping to maintain cleanliness and order in the workplace (Bateman and organ, 1983). Organ (1988) presented the OCB multidimensional scale. This scale consists of five dimensions that make up the structure of OCB and include: Altruism, awareness, sportsmanship, respect and courtesy and civic virtue (Yunus Ishak, Mustapha and Othman, 2010). Altruism: Can also be considered a "Helpful" behavior, meaning selfless and concerned about the welfare of others. Examples include helping others who are absent, or helping others who have a high workload. Conscientiousness: Can easily be described as being responsible. Examples include complying with company rules and regulations even when no one is looking, and not taking extra breaks. Sportsmanship: Usually refers to the attitude of people in choosing not to do negative things. Examples include not complaining about trivial things, and focusing on the positive rather than negative side of problems and situations. Politeness: This includes taking action to help prevent a problem from happening, or taking action beforehand to mitigate a problem. Examples include telling others about actions that may cause them discomfort, and trying to prevent problems from happening. Virtue of citizenship: This describes an attitude of "responsible, constructive engagement in the political process or governance of an organization." Examples include attending non-mandatory meetings, and keeping up with organizational changes (Ma, Qu, Wilson & Eastman, 2013).

### 2.2 Job satisfaction

A person's general attitude about work is known as work as an introduction (meaning the degree or extent to which a person knows his work and actively participates in it) (Robbins, 1999). According to Locke, approval is a pleasant or positive emotional state that comes from work or work experience (Locke, 1976). According to Locke aspects of job satisfaction, which have usually been studied in previous studies include the nature of work, salary, promotion, benefits and compensation, working conditions, supervisory style, colleagues, organization and management (Locke, 1976). Subsequent research has shown that these different aspects can be organized according to two dimensions: the intrinsic versus the extrinsic (Weiss, Dawis, England & Lofquist, 1976). Extrinsic satisfaction is employee satisfaction from entrepreneurship, such as independence, job diversity, job stability, and career service to

society, use opportunities, sense of responsibility, creativity, meaningful work, and social status of work. Job satisfaction is work motivation and personal subjective perception which may, not impress others, be close to inner satisfaction. Exterior satisfaction is employee satisfaction with conditions, policies and praise for work, which are irrelevant to the job itself. Employee satisfaction from reward systems, promotions, company policies and the quality of interpersonal relationships, in their current jobs, which are all external factors, is close to the concept of external approval (Chiu and Chen, 2005).

### 2.3 Performance

Performance is the result of work that is in accordance with organizational goals for example work quality, work quantity, efficiency, and other effectiveness criteria (Gibson et al., 1997). In addition, performance is a combination of 3 important factors, ability and interest of a worker, ability and acceptance of explanation delegation of tasks, as well as the role and level of motivation of a worker. The third higher the factors above, the greater the performance of the employee concerned (Hasibuan, 2001). Rotundo & Sacket (2002) states that there are three groups of behaviors is the performance domain. Such behavior includes task performance, citizenship, and counterproductive. The concept of performance can also be grouped into in-role performance and extra-role performance. Extra-role performance is a behavior that is not part of a task that has been formally required for a person employee but as a whole promotes the effective functioning of the organization (Robbins, 2001). Meanwhile, task performance (in-role performance) can be conceptualized different, but each conceptualization refers to a group behavior involved in task completion (Rotundo & Sacket, 2002).

### 2.4 Relationship between Variables

#### 2.4.1 The effect of OCB on Performance

According to Velickovska (2017) explained the importance of OCB in companies such as many tasks that can be completed quickly, so that the organization will be more effective and efficient. Muhdar (2015) stated the same thing, the better the OCB in a company, the more effective the company's performance will be. Titisari (2014), Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the role in the workplace. The concept of Organizational Citizenship Behavior (OCB) teaches to always care and help each other to achieve company goals. One of the company's goals is to be able to achieve monthly turnover according to the target, so that the company can provide salaries to employees. Salary is one of rewards which becomes a form of employee job satisfaction, therefore it can be concluded that Organizational Citizenship Behavior (OCB), employee performance and job satisfaction are interrelated. It is according to research conducted by Astakoni and Pradnyana (2015) which states that job satisfaction has a significant effect on Organizational Citizenship Behavior (OCB) and Organizational Citizenship Behavior (OCB) has a positive effect on employee performance.

#### 2.4.2 The effect of OCB on Job Satisfaction

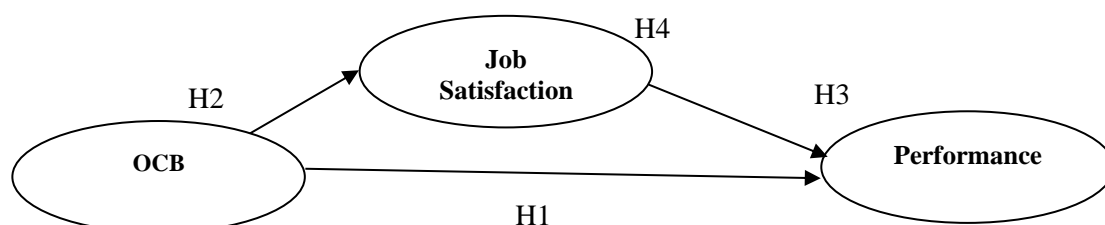
According to Lestari and Ghabby (2018) which states that Organizational Citizenship Behavior (OCB) has significant positive effect on jobs satisfaction. Titisari (2014), Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the role in the workplace. The employees with a good Organizational Citizenship Behavior (OCB) will have a high sense of concern for the company where he works. The Organizational Citizenship Behavior (OCB) will make employees feel satisfied at work, because in addition to getting a salary every month employees can improve their insight and knowledge by helping each other complete the work.

#### 2.4.3 The effect of Job Satisfaction on performance

According to Suparyadi (2015), job satisfaction is a positive attitude based on the results of an evaluation of what is expected to be obtained through the efforts made in carrying out a job with the rewards it receives. The employees can receive the results of their work for a month in the form of salary and additional incentives if they achieve the target. The sales team will get incentives if they can achieve the target of 100% sales in a month, from this achievement a sales person can get incentives in accordance with applicable regulations, with incentives obtained, a salesperson will feel his own satisfaction because his achievements are appreciated by the company. Finally, in the future he will always work and give his best to the company and will distribute 100% of the products that exist in the company. Therefore, it can be concluded that with the incentives provided by the company to its employees, employees will feel satisfied with their performance and will always try to give the best for the company. So, it can be concluded that job satisfaction can affect the employee performance. This is evidenced by research conducted by Zahara and Hidayat (2017) which states that job satisfaction and work discipline have a significant effect on employee performance.

### 2.5 Concepts and Hypothesis Framework

Figure 1. Conceptual Framework



**Research hypothesis:**

- H1: OCB has a significant effect on performance  
 H2: OCB has a significant effect on job satisfaction  
 H3: Job Satisfaction has a significant effect on performance  
 H4: OCB has a significant effect on performance mediated by job satisfaction.

**III. RESEARCH METHODS**

The approach used in this study is a quantitative approach ( *positivism* ). The quantitative approach is a research approach that works with numbers, the data is in the form of numbers, analyzed using statistics to answer questions or test specific research hypotheses and to make predictions that a certain variable affects other variables (Ferdinand 2006). Quantitative approach based on studies on empirical rational principles . Therefore, before conducting research, researchers must identify problems and hypotheses to be tested based on established criteria and analytical tools to be used.

The population of this research is all police at the Directorate of Intelkom Polda. The sampling method used in this research is *the censorship method*, which is a sampling method where the entire population is used as a sample of 123 police officers at the Kendari Regional Police Intelligence Directorate.

Data collection techniques in this study were carried out using techniques and procedures, namely:

- Interviews are data collection techniques by conducting direct interviews with respondents or employees where they carry out their activities. This technique is carried out to obtain technical data information relating to the behavior of individual employees who have not been covered in the questionnaire.
- Questionnaires, namely data collection techniques using a list of questions that are made in accordance with the research objectives to be achieved. The list of questionnaires was then submitted to each respondent. These questions are structured based on the core variables in this study, so that filling them out is easier to understand.

The data analysis technique used in this study is Partial Least Square (PLS) using an application called SmartPLS 2.0 M3. (Ghozali, 2011a, p. 18). The data obtained in this study were analyzed using a quantitative data analysis approach.

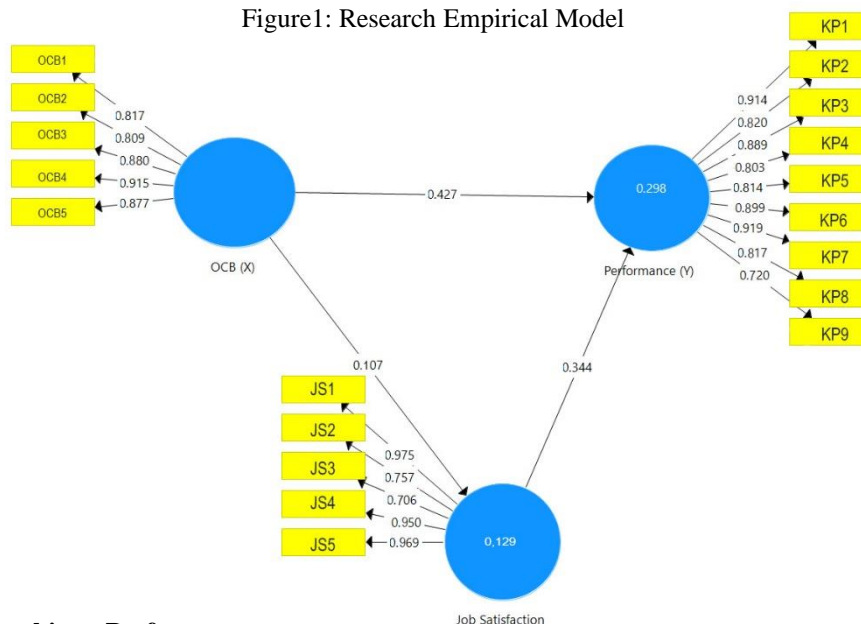
**IV. RESEARCH RESULTS AND DISCUSSION****4.1 Result****4.1.1 Inferential Statistics**

Table 1 shows that the contribution of OCB to job satisfaction is 0.298. Meanwhile, the contribution of Job Satisfaction on employee performance was 0.129 . Each R-Square value with a sufficient degree of tightness.

Table 1: R-Square

Variable	R Square	R Square Adjusted
Performance	0.298	0.286
Job Satisfaction	0.129	0.119

Figure1: Research Empirical Model

**4.2 Discussion****4.2.1 OCB Relationship to Performance**

Based on the results of the study, it shows that Organizational Citizenship Behavior has a positive and significant effect on personnel performance. Empirical conditions show that the better the OCB behavior of personnel, the better the performance of personnel.



The results of this study are in line with the results of research conducted by Azalia, TA et.al. (2022) stated that Organizational Citizenship Behavior (OCB) has a positive impact on employee performance. Titisari (2014), Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the role in the workplace. The concept of Organizational Citizenship Behavior (OCB) teaches to always care and help each other to achieve company goals. One of the company's goals is to be able to achieve monthly turnover according to the target, so that the company can provide salaries to employees. Salary is one of rewards which becomes a form of employee job satisfaction, therefore it can be concluded that Organizational Citizenship Behavior (OCB), employee performance and job satisfaction are interrelated. It is according to research conducted by Astakoni and Pradnyana (2015) which states that job satisfaction has a significant effect on Organizational Citizenship Behavior (OCB) and Organizational Citizenship Behavior (OCB) has a positive effect on employee performance.

#### **4.2.2 The effect of OCB on Job Satisfaction**

Based on the results of the study, it shows that Organizational Citizenship Behavior has a positive and significant effect on personnel job satisfaction. Empirical conditions show that the better the OCB behavior of the personnel, the better the employee's job satisfaction will be.

The results of this study are in line with research conducted by Lestari and Ghaby (2018) which states that Organizational Citizenship Behavior (OCB) can affect employee job satisfaction. Organizational Citizenship Behavior (OCB) has a significant positive effect on job satisfaction. According to Titisari (2014), Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the role in the workplace. The employees with a good Organizational Citizenship Behavior (OCB) will have a high sense of concern for the company where he works. The Organizational Citizenship Behavior (OCB) will make employees feel satisfied at work, because in addition to getting a salary every month employees can improve their insight and knowledge by helping each other complete the work.

#### **4.2.3 The effect of Job Satisfaction on performance**

Based on the results of the study indicate that job satisfaction has a positive and significant effect on performance. This shows that the higher the satisfaction of personnel, the higher the performance of personnel. The results of this study are in line with the results of research conducted by Suparyadi (2015), job satisfaction is a positive attitude based on the results of an evaluation of what is expected to be obtained through the efforts made in carrying out a job with the rewards it receives. The employees can receive the results of their work for a month in the form of salary and additional incentives if they achieve the target. The sales team will get incentives if they can achieve the target of 100% sales in a month, from this achievement a sales person can get incentives in accordance with applicable regulations, with incentives obtained, a salesperson will feel his own satisfaction because his achievements are appreciated by the company. Therefore, it can be concluded that with the incentives provided by the company to its employees, employees will feel satisfied with their performance and will always try to give the best for the company. So, it can be concluded that job satisfaction can affect the employee performance. This is evidenced by research conducted by Zahara and Hidayat (2017) which states that job satisfaction and work discipline have a significant effect on employee performance.

#### **4.2.4. The effect of OCB on performance mediated by job satisfaction**

Based on the results of the study, it shows that Organizational Citizenship Behavior has a positive and significant effect on performance which is mediated by personnel job satisfaction. Empirical conditions show that the better the OCB behavior of personnel, the more likely it will be to increase employee job satisfaction through increased employee job satisfaction.

The results of this study are in line with Azalia's research, TA et.al. (2022) found that Organizational Citizenship Behavior (OCB) has a positive impact on employee performance, the motivation has a positive impact on employee performance and job satisfaction has a positive impact on employee performance. Titisari (2014) The employees with a good Organizational Citizenship Behavior (OCB) will have a high sense of concern for the company where he works. The Organizational Citizenship Behavior (OCB) will make employees feel satisfied at work, because in addition to getting a salary every month employees can improve their insight and knowledge by helping each other complete the work. Therefore, it can be concluded that Organizational Citizenship Behavior (OCB) can affect employee job satisfaction, this is in accordance with the research conducted by Lestari and Ghaby (2018) which states that Organizational Citizenship Behavior (OCB) has a significant positive effect on jobs satisfaction and employee performance.

## **V. CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Conclusions**

The results of this study indicate that OCB has a significant effect on performance, meaning that the better the OCB behavior of personnel, the better the performance of personnel. OCB has a significant effect on job satisfaction, meaning that the better the OCB behavior of personnel, the better the employee's job satisfaction. OCB through job satisfaction has a significant positive effect on personnel performance.

### **5.2 Recommendations**

Recommended to the Head of the Directorate of Intelkom Polda, to increase the intrinsic satisfaction of personnel that they are responsible for their work; In other words, they should take steps to shift more responsibility to the Police and give them more freedom and greater independence so that they know for themselves and act within it actively and let the employees progress and develop. Leaders should seek to compensate members of the Police Intelkom Directorate of Police and reward them for their work and efforts and should thank and acknowledge them for taking action.

### 5.3 Research Limitations

While conducting this research it was identified that there were some limitations in this study. The sample of this research only examines personnel at the Directorate of Intelkom Polda. A cross-sectional study design was used for data collection. To avoid unclear causal correlations, further research can use longitudinal study techniques to present the research model. Second, the existing studies are limited to the Polda Intelkom Directorate sector. Because of this, it is recommended to extend the study to other organizations to overcome research limitations.

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