

The Influence of Job Satisfaction and *Citizenship Behavior* (OCB) *Organization* on Employee Performance (Study On Small and Medium Enterprises of Restaurants in The Region Kambu District, Kendari City)

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Received: 01/07/2021

Accepted: 29/08/2021

Published: 02/09/2021

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ABSTRACT

This study aims to (1) determine the effect of Job Satisfaction on Employee Performance in Small and Medium Food Enterprises in Kambu District, Kendari City; (2) Knowing the effect of Organizational Citizenship Behavior (OCB) on Employee Performance in Small and Medium Food Enterprises in Kambu District, Kendari City; (3) Knowing the effect of Job Satisfaction and Organizational Citizenship Behavior (OCB) on Employee Performance in Small and Medium Food Enterprises in Kambu District, Kendari City. The object of this research is the employees of Small and Medium Food Enterprises in Kambu District, Kendari City who are included in the sample characteristics. Data was collected using questionnaires, observations and interviews. The sample in this study amounted to 116. The analytical method used is Multiple Linear Regression Analysis. The results of the study concluded that (1) Job Satisfaction had a positive and significant effect on Employee Performance in Small and Medium Food Enterprises in Kambu District, Kendari City; (2) Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance at Small and Medium Food Enterprises in Kambu District, Kendari City; (3) the effect of job satisfaction and organizational citizenship behavior (OCB) either partially or simultaneously has a positive and significant effect on employee performance in small and medium food businesses in Kambu sub-district, Kendari city.

Keywords: *Job Satisfaction, Organization Citizenship Behavior (OCB), Employee Performance*

I. INTRODUCTION

In today's era of competition, every company must be able to develop and improve the company by holding various ways that are structured in programs to improve employee performance. Many factors related to performance improvement company. One of important factor that must be considered by the company to achieve goal is factor of human resources (HR). Human as mover companies is a major factor for company existence dependent on human beings involved in tow, so to achieve the goals of the company, competent human resources are needed in carrying out their duties.

One of the factors that affect the performance of the organization is employee job satisfaction. According to Dole and Schroeder (2001), job satisfaction is defined as a person's reactions and feelings towards the place he works. Employee job satisfaction is an individual thing about one's feelings about his work (Robbins, 2007). Different levels of satisfaction must be owned by each individual. Kreitner and Kinicki (2005) define job satisfaction as an emotional response and effectiveness that has an impact on aspects of work While As'ad (2000) explains that Job Satisfaction is a general attitude in the form of a result of several special attitudes towards individual characteristics, group relationships outside of work and work factors. Research conducted by Tarigan (2011) which examines factors- Factors affecting employee performance in public sector organizations indicate that clear and measurable goals, incentives, work motivation, decentralization are not related to employee performance. Meanwhile, the performance measurement system and job satisfaction affect employee performance.

While other studies conducted by Kurniawan (2011) and Abdulloh (2006) have the result that job satisfaction has a positive effect on employee performance.

According to Smith (Andriani 2012) that *Organizational Citizenship Behavior* (OCB) is behavior that arises at the discretion of an employee which is carried out voluntarily and without coercion. This behavior goes beyond the formal demands of his job formally. Factors that influence the emergence of Organization Citizenship Behavior (OCB) according to Wirawan (2013), several factors that influence the emergence of OCB are culture and organizational climate, job satisfaction and organizational commitment, personality, gender, years of service and many more. From the results of research Herminingsih (2012) stated that job satisfaction has no positive and insignificant effect on OCB. Meanwhile, from research conducted by Qamar (2013) that job satisfaction has a positive and significant effect on OCB.

Organizational Citizenship Behavior can arise from various factors within the organization, including job satisfaction from employees (Robbin and Judge, 2007). When employees feel satisfied with the work they do, then the employee will work optimally in completing his work, even doing some things that may be outside his duties (Luthans, 1995).

Job satisfaction on employee performance in an organization, many factors influence it. Among them are opportunities for advancement, compensation and attitudes of co-workers. Wexley approach and Yukl (1977) found that work best for research on job satisfaction is to take into account the work of his factor. The factors that influence job satisfaction are salary, work conditions, quality supervision, coworkers, job type, job security and opportunities for advancement.

Small and Medium Enterprises in Sub Kambu Kendari of Southeast Sulawesi province, in business management in general, there are still obstacles to the achievement of the performance of Small and Medium Enterprises less than the maximum, this is due to various factors such as (1) less his job satisfaction of employees, (2) *Organization citizenship behavior* (OCB) does not support Small and Medium Enterprises and (3) Employee performance is not optimal.

II. LITERATURE REVIEW

Job satisfaction

Mangkunegara (2005:117) also suggests that job satisfaction is related to variables such as *turnover*, absenteeism, age, job level, and the size of the company's organization. Job satisfaction related to *turnover* means that high job satisfaction is always associated with low *turnover*, and vice versa. If many employees are dissatisfied, then employee *turnover* is high.

Job satisfaction is an attitude that individuals have about their work. This results from their perception of their work, based on work environment factors, such as supervision style, policies and procedures, affiliations, work groups, working conditions and benefits.

Organization Citizenship Behavior (OCB)

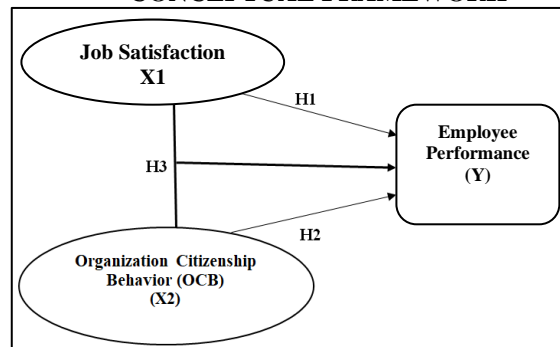
Morman and Blakely (Organ *et al.*, 1988) define *Organizational citizenship behavior* (OCB) as a work relationship behavior that provides freedom, not related to the formal organizational reward system, to improve the effective functioning of the organization. *Organization citizenship behavior* (OCB) should consider an important part of performance, because OCB is an *innovative* and spontaneous part, which helps the organization to be effective.

Organizational citizenship behavior (OCB) is employee behavior that is carried out voluntarily, not directly or indirectly related to the reward system and as a whole can support organizational effectiveness and efficiency (Organ, 1988 in Alotaibi, 2003: 371). According to Luthans (2005), the personality basis for OCB reflects the characteristics of employees who are cooperative, helpful, considerate and serious.

Employee Performance

Mangkunegara (2005:9) defines performance as the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him.

Brahmasari (2008:128) also suggests that performance is the achievement of organizational goals that can be in the form of quantitative or qualitative output, creativity, flexibility, reliability, or other things desired by the organization. This means that performance is the result of the function of a particular job or the result of an activity over a certain period of time.

CONCEPTUAL FRAMEWORK

Based on the problems that have been stated previously, the authors formulate the following hypotheses:

H₁: Job Satisfaction has a positive and significant effect on Employee Performance

H₂: Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance.

H₃: Job Satisfaction and Organizational Citizenship Behavior (OCB) have a positive and significant effect on employee performance.

III. RESEARCH METHODS**Population and Sample**

The population in this study were all Small and Medium Restaurant Enterprises, in Kambu District, Kendari City, which amounted to 721 employees. In this study, the characteristics of the sample set as the assumption of the researcher are Small and Medium Enterprises which have 5-19 employees (Central Bureau of Statistics 2007). Based on the sampling carried out, a sample of 116 employees was obtained.

Multiple Linear Regression Analysis Method

In order for the research to get maximum results, the type of data used is quantitative data. Sources of data used in this study are primary data and secondary data. Furthermore, in this study the data collection methods used were questionnaires (questionnaires), documentation methods, and interview methods.

In this analysis, it is necessary to first see whether the data can be tested for regression models. Classical assumption testing is carried out to determine the econometrically acceptable regression model. The classical assumption testing consists of normality testing, multicollinearity, and heteroscedasticity testing and autocorrelation testing.

In achieving the objectives of this study, the data obtained will then be processed with analytical techniques that are in accordance with the needs of this research, namely multiple linear regression analysis with the help of SPSS 16. According to Sekaran (2000: 75).

IV. RESULT & DISCUSSION**Multicollinearity Test (Table 1. Multicollinearity Test)**

Independent Variable	Tolerance	VIF	Information
Job Satisfaction (X1)	0.602	1,660	Multicollinearity does not occur
Organization Citizenship Behavior (X2)	0.602	1,660	Multicollinearity does not occur

Source: Processed Data (2020)

Based on the table above, it shows that the VIF values that occur are all below the number 10. This shows that all the variables tested meet the assumption of being free of multicollinearity. This means that there is no correlation between the independent variables.

Autocorrelation Test (Table 2. Autocorrelation Test Results)**Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.695 ^a	.482	.473	.19965	.482	52.665	2	113	.000	1.349

a. Predictors: (Constant), OCB, KepKer

b. Dependent Variable: Performance

Source: Primary Data (Processed) 2020

Based on the output summary in table 4.13, it can be seen in Durbin Watson's figure (D – W) 1.349 where the number is between -4 to + 4 which means there is no autocorrelation.

Multiple Linear Regression Analysis Results

Table 3. Results of Multiple Linear Regression Analysis.

Independent Variable	Regression coefficient (β)	Partially significant	Decision Against Hypothesis
Job Satisfaction (X1)	0.384	0.000	Accepted
Organization Citizenship Behavior (X2)	0.385	0.000	Accepted
R =	0.695		n = 116
R- square =	0.482		
Constanta (a) =	2,836		
F count =	52,665		
F sig. =	0.000		

Source: Primary Data (Processed) 2020

Based on the data in table 4.14 above, the following explanation is presented: The calculated F value = 52.665 with a significance value of $F_{sig} = 0.000$ which means that ($F_{sig} < 0.05$), then statistically the Job Satisfaction (X1) and Organization Citizenship Behavior (X2) variables simultaneously have a significant influence on employee performance (Y) at Small and Medium Enterprises for Restaurants in Kambu District, Kendari City.

The R coefficient value (correlation coefficient number) is 0.695, this shows a positive relationship between Job Satisfaction (X1) and Organization Citizenship Behavior (X2) on employee performance (Y) at Small and Medium Enterprises Restaurants in Kambu District, Kendari City. This means that the better the Job Satisfaction (X1) and Organizational Citizenship Behavior (X2) at the micro small and medium enterprises on restaurant in Kambu District, Kendari City, the higher the employee performance will also be.

The coefficient of determination (R^2) of 0.482 indicates that the magnitude of the direct effect of job satisfaction variables (X1) and the Organization Citizenship Behavior (X2) on employee performance (Y) is 48.2% so that the remaining 51.8% is influenced by other variables not investigated in this study.

DISCUSSION

The Effect of Job Satisfaction on Employee Performance

Based on the results of data analysis, it can be seen that job satisfaction has a positive and significant effect on employee performance in small and medium-sized restaurants in Kambu District, Kendari City, so that the more optimal job satisfaction, the higher employee performance will be.

Based on the results of descriptive analysis of employee statements in Small and Medium Enterprises of Restaurants in Kambu District, Kendari City, that the Job Satisfaction variable is perceived well by employees of Small and Medium Enterprises Restaurants in Kambu District, Kendari City. The highest average score on the Job Satisfaction variable, which is a statement that they are happy with the level of responsibility in their work, means that employees perceive that they are satisfied with the work they do. This will increase employee satisfaction so that employees will further improve their performance. This condition is also supported by the answers of respondents who are categorized as very good.

The findings in this study are consistent with results of studies of Al-Ahmadi (2009) is a study of 923 nurses at the hospital in Riyadh, Performance Employees found to be associated positively and significantly with job satisfaction as a whole (in terms of satisfaction include satisfaction with the work itself, supervision, relationships in employment, pay, promotion opportunities, and working conditions).

The Effect of Organizational Citizenship Behavior on Employee Performance

Based on the results of data analysis, it shows that Organizational Citizenship Behavior has a direct and significant influence on employee performance. The rationale is that someone will improve or be good if the person clearly understands the behavior of individuals in an organization, understands the rules, and always maintains a conducive relationship at work. So that the higher the Organization Citizenship Behavior, the higher the Employee Performance will be.

From the results of descriptive analysis obtained based on the perception of respondents as a whole having a good response or agreeing to the statement submitted related to Organization Citizenship Behavior, the highest average score on the sensitivity indicator helps others means that employees at small and medium businesses "Restaurant" in Kambu Subdistrict, Kendari City, perceives that every employee at the UKM must always help co-workers who have difficulty completing work.

It is known from the results of calculations using SPSS that it can be concluded that Organizational Citizenship Behavior significantly affects the Employee Performance variable. Fitriastuti (2013:110) explains that Organizational Citizenship Behavior has a significant effect on employee performance. Strengthened by Robbins and Judge (2008:40).

Facts show that organizations that have employees who have good Organizational Citizenship Behavior will have better performance than other organizations.

The Effect of Job Satisfaction and Organizational Citizenship Behavior on Employee Performance.

Based on the results of the study, it was found that the variables of job satisfaction and organization citizenship behavior jointly affect employee performance in small and medium-sized restaurants in Kambu District, Kendari City.

This is indicated by the partial significant value obtained at 0.000 or this value is smaller than the implied significance value, which is 0.05 ($0.000 < 0.05$). This means that if job satisfaction and organizational citizenship behavior are jointly increased, it will have an impact on increasing the performance of small and medium-sized restaurant employees in Kambu District, Kendari City. On the other hand, if job satisfaction and organizational citizenship behavior decrease together, it will have an impact on decreasing employee performance in Small and Medium Enterprises, Restaurants in Kambu District, Kendari City.

Job satisfaction is said to be one of the factors that affect performance. Job satisfaction is needed to help organizations create high performance for employees. Job satisfaction plays a very important role in shaping employee discipline, commitment and performance which then affects service quality in an effort to achieve company goals (Mathis and Jackson, 2011). Job satisfaction can be viewed from two sides, from the employee side, job satisfaction will create a pleasant feeling at work, while from the company side, job satisfaction will increase productivity, improve employee attitudes and behavior in providing excellent service (Suwatno and Priansa, 2011). Job satisfaction is the emotional attitude of someone who is fun and loves his job (Hasibuan, 2009). A person will bring with him a set of wants, needs, desires and past experiences that combine to form job expectations when joining an organization

as a worker (Umar, 2010). According to Judge *et al.* (2001), Job Satisfaction must be maintained in order to improve organizational performance.

Variable *Organization Citizenship Behavior (OCB)* also affects the performance of Small and Medium Enterprises Restaurant Employees in Kambu District, Kendari City. With this OCB behavior will make employee performance better, because this behavior makes employees willing to work beyond their obligations and will directly make the employee's performance better. With good employee performance, consumers of Small and Medium Enterprises for Restaurants in Kambu District, Kendari City will be better, this can be seen when employees have contact with consumers so that consumers can directly assess the employee's performance. This is in accordance with the research conducted by Djati and Darmawan (2005) which showed that the employee performance variable according to customer perception had a significant positive effect on customer satisfaction. Based on this research, it can be said that positive employee *OCB* behavior will result in good employee performance and at that time consumers will feel satisfied. The opinion above supports the results of my research "there is a simultaneous effect of Job Satisfaction and *Organizational Citizenship Behavior (OCB)* on Employee Performance" which is used as a reference to further improve employee performance.

LIMITATIONS

The results of this study have provided a number of findings, but there are still some things that need to be studied further, so the researcher realizes that there are still many shortcomings and limitations in this study, including:

1. Respondents in this study were only limited to employees of Small and Medium Enterprise Restaurants in Kambu District, Kendari City, so the results obtained could not be explained specifically and could not be generalized as a whole to employees of Small and Medium Enterprise Restaurants in Kambu District, Kendari City.
2. This study only uses two variables, even though there are many things that can affect employee performance such as work environment, work motivation, commitment and so on.
3. This study only obtained data based on the subjective perception of respondents so that the results may vary if the research is carried out at different times even with the same research method.

V. CONCLUSION AND SUGGESTION

CONCLUSION

Based on the results of research and discussion, it can be concluded as follows:

1. Job satisfaction has a positive and significant effect on employee performance in small and medium restaurant businesses in Kambu District, Kendari City. Means that good job satisfaction can be accepted by all employees will be able to improve the performance of UKM Restaurant Employees in Kambu District, Kendari City.
2. Organizational Citizenship Behavior has a positive and significant influence on employee performance in Small and Medium Enterprises Restaurants in Kambu District, Kendari City. It means that with Organization Citizenship Behavior, good work can be accepted by all employees, it will be able to improve the performance of UKM Restaurant Employees in Kambu District, Kendari City.
3. Job Satisfaction and Organizational Citizenship Behavior simultaneously have a positive and significant effect on Employee Performance in Small and Medium Enterprises in Kambu District, Kendari City. This means that

if job satisfaction and organizational citizenship behavior are considered by the leadership, it will be able to improve employee performance in the company.

SUGGESTION

Based on the conclusions obtained, the following suggestions can be made:

1. Job Satisfaction and Organizational Citizenship Behavior must continue to be considered in Small and Medium Enterprises of Restaurants in Kambu District, Kendari City because it will improve employee performance.
2. Work discipline must be further improved or maintained by Small and Medium Enterprises of Restaurants in Kambu District, Kendari City because work discipline can be a benchmark in carrying out duties and obligations to improve employee performance.
3. It is hoped that future researchers who wish to examine the same problems as this research will expand the scope of the research object, increase the number of samples and expand the indicators of the research variables that will be used.

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