

The Factors affecting Organizational Citizenship Behavior: Role of Organizational Commitment and Job Satisfaction

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ABSTRACT

This research was conducted to determine how much influence job satisfaction and organizational commitment have on the (OCB). The methodology that used in this study is a quantitative research method with descriptive analysis and verification analysis approaches. The sample used was 42 employees. The results showed that job satisfaction and organizational commitment had a significant effect on (OCB) which. Job satisfaction has a significant effect on (OCB), while organizational commitment has a significant effect on Organizational Citizenship Behavior (OCB). The results showed that organizational commitment contributes more to Organizational Citizenship Behavior (OCB) than job satisfaction.

Introduction

Changes that occur in the environment of external and internal organizations that are very fast require educational institutions to make strategic efforts in order to survive and develop in the midst of very tight and competitive competition. [1] Higher education is an educational institution that organizes higher education, can be in the form of universities, institutes, high schools, polytechnics or academies. In realizing the golden Indonesian generation 2045, universities play a role in building superior or quality human resources, which can keep pace with technological developments. This is in accordance with the objectives of higher education listed in Law No. 12 Article 5 concerning Higher Education, namely the production of graduates who master the branches of science or technology to meet national interests and increase national competitiveness Year 2012.

The Merdeka Belajar-Kampus Merdeka Program (hereinafter written MBKM) is one of the efforts made by universities in producing human resources that are ready to meet the demographic bonus era that is expected to occur in 2030, where the total productive age population is greater than the total non-productive age population. The MBKM program is intended to assist students in facing technological, social and cultural changes, as well as having the competencies and experience needed in the world of work.

Sekolah Tinggi Teknologi Bandung (hereinafter written STTB) is a private university that has implemented the MBKM program. Reporting from sttbandung.ac.id

four STTB students became the best graduates of the 2022 Bangkit Program, which is one of the MBKM programs. The subject of this study is STTB Baleendah Campus because STTB is not yet included in the best universities in Bandung and is less well known by the people of Bandung, especially STTB Baleendah Campus which was newly established in 2021.

STTB's vision is to become a competitive and superior university by 2025. STTB needs to synergize the vision of the organization with the expectations of students in achieving their vision. Human resources at STTB are required to always provide the best academic services, so that student needs can be achieved. Therefore, human resources are the main factor in the success that will be achieved by STTB because it is directly related to students. These human resources include educators or lecturers and educational staff, such as administrative officers, librarians, janitors, security officers, etc. (hereinafter written employees). employees become part of organizational competition, which determines the added value and success of the organization. Employees as human resources become a very important element of management, because human resources are thinkers, planners and other resource drivers in an organization [2], [3].

Good employee management and development will increase the effectiveness and efficiency of the organization in carrying out its functions. Employees need to have maximum usefulness for the organization, especially employees at STTB, especially at STTB Baleendah Campus which sometimes still have to serve students and prospective students outside working hours. Organizations need employees who are willing to do more work than the demands of their duties, because changes in the work environment often occur, which causes group cooperation and work flexibility to be critical (Natasya, 2022: 36). Therefore, the human resources department needs to develop *Organizational Citizenship Behavior* (hereinafter written OCB) in employees.

Dennis W. Organ dalam [4] menyatakan bahwa OCB merupakan is *an extra role* behavior that is not included in the employee's job description and is not recognized in the formal *reward* system, but can improve the effectiveness and efficiency of organizational functions. However, the fact that OCB at STTB Baleendah Campus is included in the less high category, this can be seen based on the high level of delay and absenteeism of STTB Baleendah Campus employees. Employee attestability rates can be seen in Table 1.

Table 1. Delay Rate of STTB Baleendah Campus Employees in 2022

Moon	Total Working Days	Total Employees	Total Delay	Delay Rate
A	B	C	D	$E = D / (B.C).100\%$
January	25	16	40	10.00%
February	26	29	81	10.74%
March	22	40	70	7.95%
April	23	44	223	22.04%
May	15	43	120	18.60%

Moon	Total Working Days	Total Employees	Total Delay	Delay Rate
A	B	C	D	$E = D / (B.C).100\%$
June	25	43	200	18.60%
July	24	43	187	18.12%
August	25	43	219	20.37%
September	26	43	208	18.60%
Total	211	344	1348	145.04%
Average				24.17%

Source: HRD STTB Baleendah Campus (2022)

Based on Table 1. It can be seen that the employee delay rate at STTB Baleendah Campus per month is quite high, with an average of 24.17% from January 2022 to September 2022. The high level of employee delay indicates the low OCB of employees at STTB Baleendah Campus. According to Dennis W. The internal organs of Wulandari (2021: 17) one of the OCB indicators are compliance with organizational regulations, this indicator falls into the dimension of *conscientiousness*.

The lack of OCB employees at STTB Baleendah Campus can be caused by several factors. The factors that influence OCB include personality, employee morale, job satisfaction, work motivation, organizational culture, organizational commitment and leadership style. Based on the results of preliminary research conducted on 30 employees regarding suspected factors causes less high OCB at STTB Baleendah Campus, it can be known. That job satisfaction and organizational commitment have the lowest score compared to other factors, namely 3.13 for job satisfaction and 2.78 for organizational commitment. Therefore, job satisfaction and organizational commitment are the causes of the lack of OCB in employees of STTB Baleendah Campus.

Work is a positive or pleasant feeling that employees have about their work, which is based on the results of an evaluation of their work experience. Meanwhile, according to Philip M. Podsakoff et al. in [5] job satisfaction is the main factor that determines OCB. Employees who are satisfied with their work will find it easier to do additional work outside the demands of their duties.

Organizational commitment according to [6] is a form of attachment between employees and the organization, where employees are willing to accept organizational goals, values and decisions, and obey the organization. Dennis W. Internal organs state that employees who have high organizational commitment not only fulfill their obligations and responsibilities, but employees will volunteer to do tasks that are not their obligations. Furthermore, See [7] states that organizational commitment has a strong relationship with OCB.[8]

Based on the problems described above, the formulation of this research problem can be determined as follows: (1) How is employee job satisfaction at STTB Baleendah Campus; (2) How is the commitment of the employee organization to STTB Baleendah Campus; (3) How is the OCB of employees at STTB Baleendah Campus; (4) How much

influence job satisfaction and organizational commitment to employee OCB at STTB Baleendah Campus, either partially or simultaneously.

Methods

The research method used in this study is quantitative research method with descriptive and verifiative analysis approaches. Furthermore, Verification research is research that aims to determine the influence and relationship between two or more variables. Descriptive research was conducted to determine the description of Job Satisfaction, OC and OCB and verifiative research to determine the influence of each variable. The discussion in this research method includes population and samples, data collection techniques, test research instruments and data analysis methods will be explained as follows:

Population and Sample

The population of this study is all employees or more precisely education staff at STTB Baleendah Campus which amounts to 42 employees. The sampling technique used in this study is saturated sampling, which is a sampling technique in which all members of the population are used as samples, which is carried out when the total study population is less than 100. Therefore, based on the sampling technique that has been established, the sample to be used in this study is the entire population, namely 42 employees.

Data Collection Techniques

This study used data collection techniques with 2 sources, namely primary data sources and secondary data. The main source used in this study used primary data. The main data source in this study is primary data, namely data obtained directly (Sugiyono, 2019: 194), obtained from observation, interview and questionnaire distribution. While secondary data is obtained from books, journals, theses, theses, dissertations, the internet, and data from STTB Baleendah Campus.

Instrument Test

Test validity and reliability

The validity test is one of the research instrument tests used to show the degree of accuracy or validity between the data collected and the actual data that occurs in the object of research (Sugiyono, 2019: 175). A valid instrument means that it can be used to measure what it is supposed to measure. Validity tests can be performed by correlating the score of each item with the total score of that item. To find the value of the correlation coefficient, the Pearson Product Moment equation is used. According to Sugiyono (2019: 246) the Pearson *Product Moment* equation is as follows:

$$r_{xy} = \frac{n\sum XY - (\sum X)(\sum Y)}{\sqrt{\{n\sum X^2 - (\sum X)^2\} \{\sum Y^2 - (\sum Y)^2\}}}$$

X= JS

Y= OC

Z= OCB

According to the instrument it is said to be valid if the value of the correlation coefficient (r_{count}) ≥ 0.3 , and it is said to be invalid if the value of the correlation coefficient (r_{count}) < 0.3 Sugiyono (2019: 189). So, instruments that have a correlation coefficient (r_{count}) of < 0.3 must be corrected or eliminated.

Reliability test is a research instrument test used to show the extent to which research instruments can be trusted, namely if the instrument is used repeatedly at different times to measure the same research object, it will produce the same or consistent data (Sugiyono, 2019: 176). The reliability test in this study used the *Alpha Cronbach* method, using SPSS for windows 25. The equation of the *Alpha Cronbach* method used is as follows:

$$r_{11} = \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum \sigma_i^2}{\sigma_t^2} \right)$$

Nunnally explains that an instrument is said to be reliable if the value of Yusup (2018: 22) the *Cronbach Alpha* correlation coefficient is between 0.70 – 0.90. If the value of the coefficient < 0.70 , then the instrument can be said to be unreliable and needs to be repaired or eliminated.

Data Analysis Methods

Descriptive Analysis

Descriptive analysis is aimed at knowing the value of independent variables, either one variable or more, without making comparisons or looking for relationships with other variables to be studied. This descriptive analysis is used to answer the formulation of problems number 1-3.

Verification Analysis

Averifiativ analysis is aimed at knowing the relationship between research variables, using statistical methods, then obtained research results that show whether the hypothesis is accepted or rejected. Averifiativ analysis is used to answer problem formulation number 4.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the effect between two or more independent variables on the dependent variable, as well as how it affects the dependent variable if there is a change in the value of the independent variable (Sugiyono, 2019: 213). The multiple linear regression equation is as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

Information:

Y : Bound variable (OCB)

a : Number of constants

β_1 : Job satisfaction regression coefficient

β_2 : Regression coefficient of organizational commitment

X_1 : Independent variable of job satisfaction

X_2 : Independent variable of organizational commitment

e : Error or other disorder factors affecting OCB

Multiple Correlation Analysis

Multiple correlation analysis is used to determine the strength or closeness or degree of relationship between two or more independent variables together with one dependent variable. The multiple correlation analysis equation is as follows:(Sugiyono, 2019: 213)

$$R^2 = \frac{JK_{(reg)}}{\Sigma Y^2}$$

Information:

R^2 : Multiple correlation coefficient

$JK_{(reg)}$: Total squared of regression in deviation form

ΣY^2 : Total squared total correlation

If the value of R^2 is equal to 1, then there is a positive relationship between variable X and variable Y. If the value of R^2 is equal to -1, then there is a negative relationship between variable X and variable Y. Meanwhile, if the value of R^2 is equal to 0, then there is no relationship between variable X and variable Y.

Coefficient of Determination Analysis

The analysis of the coefficient of determination is used to determine how much influence the independent variable has on the dependent variable, expressed by percentage. In this study, simultaneous and partial analysis of the coefficient of determination was carried out.

Analysis of the coefficient of simultaneous determination

Simultaneous determination coefficient analysis was used to determine how much influence the variables of job satisfaction and organizational commitment to the OCB variables together. Here is the equation for the coefficient of simultaneous determination:

$$Kd = R^2 \times 100\%$$

Information:

Kd: Coefficient of determination

R^2 : Square of multiple correlation coefficients

Analysis of the coefficient of partial determination

Analysis of the coefficient of partial determination was used to determine how much influence each variable of job satisfaction and organizational commitment had on the OCB variable. The equation for the coefficient of partial determination is as follows:

$$Kd = \beta \times \text{Zero Order} \times 100\%$$

Information:

β : Beta (*standardized coefficient value*)

Zero Order : Correlation matrix of independent variables with bound variables

Result and Discussion

This chapter describes the results of research conducted at STTB Baleendah Campus. The results of research and data processing were obtained from the distribution of questionnaires to 42 employees of STTB Baleendah Campus directly.

Validity and Reliability Test Results

Uji research instrument conducted in this study is validity and reliability test. The research instrument test result data presented is data that has been declared valid and reliable only. The validity test in this study was carried out by comparing r_{count} and r_{table} . The results of the validity test of job satisfaction variables can be seen in Table 4.

Table 2. Recapitulation of Job Satisfaction Variable Validity Test Results (X_1)

Items	$r_{calculate}$	r_{table}	Decision
1	0.577	0.3	Valid
3	0.595	0.3	Valid
5	0.627	0.3	Valid
6	0.694	0.3	Valid
7	0.750	0.3	Valid
8	0.662	0.3	Valid
9	0.427	0.3	Valid
10	0.670	0.3	Valid
11	0.576	0.3	Valid
12	0.747	0.3	Valid
13	0.669	0.3	Valid
14	0.663	0.3	Valid
15	0.693	0.3	Valid
16	0.581	0.3	Valid
17	0.463	0.3	Valid
19	0.484	0.3	Valid
20	0.655	0.3	Valid

Source: Research Data Processing Results

Based on Table 2. It can be seen that the value of the correlation coefficient of each item of the statement $> R_{table}$ is 0.304, also $>$ a critical value of 0.30. The results of this test show that all statement items in the job satisfaction variable are said to be valid and worthy of being used as a measuring tool in this study. The results of the organizational commitment variable validity test can be seen in Table 3.

Table 3. Recapitulation of Organizational Commitment Variable Validity Test (X_2)

Item	r_{hitung}	r_{tabel}	Decision
10	0.670	0.3	Valid
11	0.576	0.3	Valid
12	0.747	0.3	Valid
13	0.669	0.3	Valid
14	0.663	0.3	Valid
15	0.693	0.3	Valid
16	0.581	0.3	Valid

Item	r_{hitung}	r_{tabel}	Decision
17	0.463	0.3	Valid
19	0.484	0.3	Valid
20	0.655	0.3	Valid

Source: Research

Based on Table 3. It can be seen that the value of the correlation coefficient of each item of the statement $> R_{table}$ is 0.304, also $>$ a critical value of 0.30. The results of this test show that all statement items on the organizational commitment variable can be said to be valid. The results of the OCB variable validity test can be seen in Table 4.

Table 4. Recapitulation of OCB Variable Validity Test Results (Y)

Items	$r_{calculate}$	r_{table}	Decision
21	0.714	0.3	Valid
22	0.662	0.3	Valid
23	0.516	0.3	Valid
24	0.692	0.3	Valid
25	0.618	0.3	Valid
26	0.692	0.3	Valid
27	0.711	0.3	Valid
28	0.672	0.3	Valid
29	0.652	0.3	Valid
30	0.646	0.3	Valid
31	0.475	0.3	Valid
32	0.681	0.3	Valid
33	0.489	0.3	Valid
34	0.629	0.3	Valid
35	0.597	0.3	Valid
36	0.548	0.3	Valid
37	0.622	0.3	Valid
38	0.549	0.3	Valid
39	0.451	0.3	Valid
40	0.586	0.3	Valid
41	0.586	0.3	Valid
42	0.484	0.3	Valid

Source: Research

Based on Table 4. It can be seen that the value of the correlation coefficient of each item the statement $> R_{table}$ is 0.304, also $>$ a critical value of 0.30. The results of this test show that all statement items on the OCB variable can be said to be valid. The reliability test in this study uses the *Alpha Cronbach* method, with the help of SPSS 25, where the research instrument can be said to be valid if the value of the correlation coefficient is greater than the critical value of 0.70. The reliability test results can be seen in Table 5.

Table 5. Variable Overall Reliability Test Results

Variable	Cronbach Alpha	r _{critical}	Decision
Job Satisfaction	0.903	0.700	Reliable
Organizational Commitment	0.860	0.700	Reliable
OCB	0.917	0.700	Reliable

Source: Research

Table 5. shows that all statement items on the variables Job Satisfaction, Organizational Commitment and OCB can be said to be reliable and can provide consistent results.

Descriptive Analysis Results

Based on the results of the frequency distribution table, the total average score of research variables was obtained which was then interpreted into a continuum line with an interval class of 0.80, so that employee responses regarding job satisfaction, organizational commitment and OCB at STTB Baleendah Campus were obtained. The results of the recapitulation of employee responses regarding job satisfaction can be seen in Table 6.

Table 6. Recapitulation of Employee Feedback Results on Job Satisfaction at STTB Baleendah Campus

Dimension	Total Score	Average
The work itself	123	2.92
Wages/Salaries	120	2.86
Promotion	140	3.33
Supervision	131	3.11
Co workers	119	2.84
Job Satisfaction	633	3.01

Source: Research

Based on Table 6. regarding the recapitulation of employee responses to job satisfaction at STTB Baleendah Campus, a total average score regarding job satisfaction of 3.01 yait was obtained is at a continuum line interval of 2.61 - 3.40 with less high scale categories. So, it can be concluded that employee job satisfaction at STTB Baleendah Campus is included in the category of less high or employees are less satisfied with their work. As for the recapitulation of employee responses regarding organizational commitment, it can be seen in Table 7.

Table 7. Recapitulation of employee responses regarding OC

Dimension	Total Score	Average
Affective Commitment	124	2.95
Sustainable Commitment	122	2.90
Normative Commitment	135	3.21
Organizational Commitment	380	3.02

Source: Research

Based on Table 7. regarding the recapitulation of employee responses to organizational commitment, an average total score of 3.02 was obtained at the continuum line interval of 2.61 - 3.40 with a less high scale category, meaning that the employee's organizational commitment is less high, or employees are less committed to the organization. Furthermore, a recapitulation of employee responses regarding OCB can be seen in Table 8.

Table 8. Recapitulation of Employee Responses Regarding OCB

Dimension	Total Score	Average
Altruism	122	2.91
Conscientiousness	125	2.98
Sportsmanship	139	3.31
Courtesy	137	3.26
Civic Virtue	128	3.05
OCB	651	3.11

Source: Research

Based on Table 8. regarding the recapitulation of employee responses to OCB, a total average OCB score of 3.11 was obtained, which was at a continuum line interval of 2.61 - 3.40 with a less high scale category, meaning that employee OCB is included in the less high category or employees have less voluntary behavior or *extra role*.

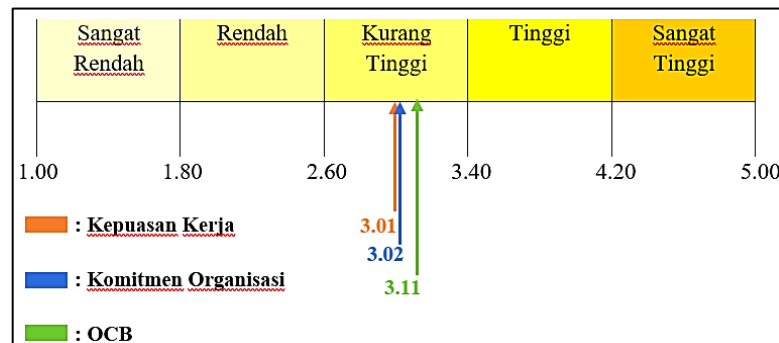


Figure 1. Continuum Line Categorization of Variables of Job Satisfaction, Organizational Commitment and OCB

Verification Analysis Results

Verifiative Analysis in this study uses multiple linear regression analysis, multiple correlation analysis, and determination coefficient analysis. The data used is data that has been converted into interval-scale data with the help of *the Method of Successive Interval (MSI)*.

Multiple Linear Regression Analysis Results

Multiple linear regression analysis is used to determine how the variable of job satisfaction and organizational commitment affects the OCB variable if there is a change in the value of the variable job satisfaction and organizational commitment. The results of multiple linear regression analysis can be seen in Table 9.

Table 9. Multiple Linear Regression Analysis Results

		Coefficients ^a							
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
Model		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	4.964	5.599		.887	.381			
	Kepuasan Kerja	.362	.155	.295	2.329	.025	.658	.349	.228
	Komitmen Organisasi	.933	.207	.570	4.501	.000	.758	.585	.440

a. Dependent Variable: *Organizational Citizenship Behavior*

Source: SPSS Data Processing

Based on Table 9. A regression equation is obtained that explains the effect of job satisfaction and organizational commitment to OCB as follows:

$$Y = 4.964 + 0.362X_1 + 0.933X_2 + e$$

Based on the regression equation above, each variable can be described as follows:

1. The value of the OCB variable constant is 4.964, indicating that if the variables of job satisfaction and organizational commitment are zero, then the OCB variable is 4.964.
2. The value of the job satisfaction variable with a regression coefficient of positive 0.362, shows that if the job satisfaction variable increases by one unit, and organizational commitment is zero or constant, then the OCB will increase by 0.362.
3. The value of the organizational commitment variable with a regression coefficient of positive 0.933, shows that if the organizational commitment variable increases by one unit, and job satisfaction is zero or constant, then the OCB will increase by 0.933.
4. *Error (e)* is another disruptive factor or other independent variable that affects OCB apart from variables of job satisfaction and organizational commitment.

Multiple Correlation Analysis Results

Multiple correlation analysis is used to determine the strength or closeness or degree of relationship between variables of job satisfaction, organizational commitment, and OCB. The relationship between the variables under study can be known based on the correlation coefficient interpretation table. The results of multiple correlation analysis can be seen in Table 10.

Table 10. Multiple Correlation Analysis Results

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.792 ^a	.627	.607	7.364027	.627	32.716	2	39	.000

a. Predictors: (Constant), Komitmen Organisasi, Kepuasan Kerja

b. Dependent Variable: *Organizational Citizenship Behavior*

Source: SPSS Data Processing Results (2022)

Based on Table 10. It can be seen that the value of the multiple correlation coefficient between the variables of job satisfaction, organizational commitment and OCB is 0.792, the value is included in the coefficient interval 0.600 – 0.799 which is at a strong correlation level. So, it can be concluded that there is a strong correlation or relationship between the variables of job satisfaction, organizational commitment, and OCB.

Results of Coefficient of Determination Analysis

The analysis of the coefficient of determination is used to determine how much influence the variables of job satisfaction and organizational commitment have on the OCB variable, which is expressed as a percentage, either simultaneously or partially.

Results of the Analysis of the Coefficient of Simultaneous Determination

The results of the simultaneous determination coefficient analysis were used to describe the influence between job satisfaction variables and organizational commitment to OCB variables together. The results of the analysis of the coefficient of simultaneous determination can be seen in Table 12.

Table 12. Results of the Analysis of the Coefficient of Simultaneous Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.627	.607	7.364027

a. Predictors: (Constant), Komitmen Organisasi, Kepuasan Kerja

b. Dependent Variable: *Organizational Citizenship Behavior*

Source: SPSS Data Processing Results (2022)

Based on Table 12. obtained the value of the coefficient of determination (*R Square*) of 0.627 or 62.70%. So, it can be concluded that together the variables of job satisfaction and organizational commitment have an influence of 62.70% on the OCB variable, while the remaining 37.30% are influenced by other variables that were not studied in this study.

Results of Partial Coefficient of Determination Analysis

The results of the partial coefficient of determination analysis were used to describe the effect of each independent variable, namely job satisfaction and organizational commitment to the OCB variable, which can be seen in Table 13.

Table 13. Results of Partial Coefficient of Determination Analysis

Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	4.964	5.599		.887	.381			
	Kepuasan Kerja	.362	.155	.295	2.329	.025	.658	.349	.228
	Komitmen Organisasi	.933	.207	.570	4.501	.000	.758	.585	.440

a. Dependent Variable: *Organizational Citizenship Behavior*

Source: SPSS Data Processing Results (2022)

Based on Table 13. It can be known the *Beta* and *Zero-order* values of each independent variable. The calculation of the partial coefficient of determination analysis can be seen in Table 14.

Table 14. Calculation Results of Partial Coefficient of Determination Analysis

Research Variable(A)	β (B)	Zero-Order (C)	Result (B x C)	Yield (%)
Job Satisfaction (X1)	0.295	0.658	0.194	19.4%
Organizational Commitment (X2)	0.570	0.758	0.433	43.3%
Total			0.627	62.7%

Source: SPSS Data Processing Results (2022)

Based on Table 14. It is known that the job satisfaction variable has an influence of 19.40% while organizational commitment has an influence of 43.30% on the OCB variable. This suggests that the most dominant variable affecting OCB is organizational commitment.

Discussion

The discussion in this study is intended to answer the formulation of descriptive and verifiative problems, so that the real situation of job satisfaction, organizational commitment and OCB can be known at STTB Baleendah Campus.

Descriptive Analysis Discussion

Based on the results of the recapitulation of employee responses, it can be seen that job satisfaction, organizational commitment and employee OCB at STTB Baleendah Campus are included in the less high category, this can be seen from each total average score, which is 3.01 for job satisfaction, 3.02 for organizational commitment, and 3.11 for OCB. Each variable's total average score was in the interval 2.61 – 3.40 (less high category).

The lack of employee job satisfaction is caused by the salary / wages given are unfair or less in accordance with the position and work given. Based on observations and interviews with HRD staff, the salary / wages given are not in accordance with the principle of compensation because the organization has not been willing and able to provide salaries / wages in accordance with the position of employees. In addition, employee relationships with colleagues and superiors are less close or less harmonious. Based on observations and interviews with one

One employee, the lack of harmonious relationships with colleagues is caused by communication that does not work well and if there is a conflict between employees it is never resolved until it is completely resolved, so there are still complaints that are not conveyed and resolved.

Lack of employee commitment to the organization because organizational goals are not prepared to include employee needs or there are organizational values that are not in line with individual values, so employees lack trust and willingness to accept organizational policies, employees are less proud to be part of the organization and employees do not try hard in achieving organizational goals. In addition, organizations

pay less attention to employees, so employees do not stay in the organization because they feel obligated. Employees who feel obligated to stay in the organization tend to have been given a lot of help by the organization, so employees do not want to disappoint the organization and worry about the views of other employees if they leave the organization. The lack of employee commitment to the organization can be caused by the time / length of work in the organization, because STTB Baleendah Campus was established in 2021, the majority of employees have not joined the organization long enough, while employee loyalty cannot be formed in a short time and employee loyalty can be formed if the organization pays attention to employees. Lack of employee OCB because the organization pays less attention to employees so that employee needs are less met, which can result in personal interests becoming more important than group interests and low employee initiative, so there needs to be prior orders or directions from superiors to do something both that is their responsibility and not or outside their responsibility, and employees speak less positively about the organization, This means that employees complain a lot and speak negatively about the organization.

Discussion of Verification Analysis The Effect of Job Satisfaction on OCB

Based on the results of multiple linear regression analysis, it can be known that the significance value of the job satisfaction variable is 0.025, meaning < 0.05 . This shows that job satisfaction has a significant effect on OCB. In addition, the value of the *product moment* correlation coefficient of job satisfaction of 0.658 shows that job satisfaction has a positive effect on OCB, this shows that if the value of job satisfaction increases by one unit, then the OCB value will increase by 0.658, and vice versa. Based on the results of the partial determination coefficient analysis, it can be known that the value of the partial determination coefficient of job satisfaction is 19.40%. This shows that the influence or contribution given by the job satisfaction variable to OCB is 19.40%.

Based on the results of the analysis, it can be concluded that job satisfaction has a positive and significant influence of 19.40% on OCB. This significant result is because employees are satisfied with the promotional opportunities provided by STTB Baleendah Campus. This can be seen from the perception of job satisfaction related to feeling positive or happy in some aspects of the main work that gets a positive response will be a driving factor for the stronger OCB, because employees tend to interpret their work seriously and responsibly as a form of self-expression of employees who have pleasant experiences with their work. Philip M. Podsakoff et al. in Stephen P. Robbins & Timothy A. Judge (2017: 124) explain job satisfaction as the main factor that determines OCB, besides that there is evidence that shows that there is a strong enough relationship between job satisfaction and OCB. In line with previous research conducted by Maulidia & Laksmiwati (2022), it shows that job satisfaction has an influence of 58.40% on OCB. Next Yanti & Supartha (2017) also shows that job satisfaction has a positive and significant effect on OCB.

The Effect of Organizational Commitment to OCB

Based on the results of multiple linear regression analysis, it can be known that the significance value of the organizational commitment variable is 0.000, meaning < 0.05 .

This shows that organizational commitment has a significant effect on OCB. The value of the *product moment* correlation coefficient of organizational commitment of 0.758 shows that organizational commitment has a positive effect on OCB, so that if the value of organizational commitment increases by one unit, the OCB value will increase by 0.758, and vice versa. Based on the results of the partial determination coefficient analysis, it can be known that the value of the partial determination coefficient of organizational commitment is 43.30%. This shows that the influence or contribution given by the variable of organizational commitment to OCB is 43.30%.

Based on the results of the analysis, it can be concluded that organizational commitment has a positive and significant influence of 43.30% on OCB. This significant result is due to the responsibility that employees have in moving the organization forward. Therefore, employees do work based on their own desires or without coercion because employees have the responsibility to advance STTB Baleendah Campus. Dennis W. Internal Organ argues that employees who have high organizational commitment not only fulfill their obligations and responsibilities, but employees will volunteer to do tasks that are not their obligations. Furthermore, See C. O. Reilly & J. Chatman in Fred Mahardika & Wibawa (2019: 7346) Luthans et al. (2021: 127) states that organizational commitment has a strong relationship with OCB.

Previous research conducted by Saraswati & Hakim (2019) showed that job satisfaction had an influence of 46% on OCB. Furthermore, Alamsari & Laksmiwati (2021) show that organizational commitment has a positive and significant influence of 55.95% on OCB. Meanwhile, the results of research conducted by Perkasa (2020) and Prayitno (2022) show that organizational commitment has a positive and significant influence on OCB.

Effects of Job Satisfaction and Organizational Commitment to OCB

Based on the value of the correlation coefficient of *product moment* job satisfaction and organizational commitment, which is 0.792, which shows that there is a strong correlation between job satisfaction, organizational commitment and OCB. Based on the results of the simultaneous determination coefficient analysis, a coefficient of determination of 62.70% was obtained. This shows that the influence or contribution given by the variables of job satisfaction and organizational commitment to OCB is 62.70%. So, it can be concluded that job satisfaction and organizational commitment have a positive and significant influence of 62.70% on OCB where the remaining 37.30% is influenced by other variables that were not studied in this study.

Previous research conducted by Aisyah (2020), and Destiny & Ali (2020) showed that job satisfaction and organizational commitment had a positive and significant effect on OCB simultaneously. Furthermore, Anuar (2022) showed that simultaneously job satisfaction and organizational commitment had a positive and significant influence of 25.10% on OCB. While the results of Lubis' research (2017) show that simultaneously job satisfaction and organizational commitment have a positive and significant influence of 83.00% on OCB. Stephen P. Robbins & Timothy A. Judge (2017: 443) explain that employees who have low job satisfaction and organizational commitment also have low OCB. This shows that job satisfaction and organizational commitment have a positive effect on OCB.

The results showed that organizational commitment had a greater influence on OCB, which was 43.30%, while job satisfaction had an influence of 19.40%. This is contrary to the theory of Stephen P. Robbins & Timothy A. Judge (2017: 124) which states that job satisfaction is

the main factors that determine OCB. However, this can happen if employees have an attachment to the organization, especially normative commitments. Even though employees are less satisfied with their work, committed employees are less likely to leave the organization, because employees tend to stay because they have responsibilities to the organization (Sholikhah & Frianto, 2022: 292). This section contains research results or experiments and analysis of research results or experimental results.

Conclusion

Based on the results of research and discussion on JS, OC and OCB, the following conclusions can be drawn: EJS is in the less high category with a total average score of 3.01. The organizational commitment of employees is in the less high category with a total average score of 3.02. OCB employees at STTB Baleendah Campus are in the less high category with a total average score of 3.11. Simultaneously, JS and OC have a significant influence on OCB by 62.70%. While partially, job satisfaction significant influence on OCB by 19.40% and OC has significant influence on OCB by 43.30 %.

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