

EFFECT OF JOB SATISFACTION AND WORK ENGAGEMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

This research was conducted with the aim of knowing job satisfaction and work engagement to organizational citizenship behavior. This research was conducted at a senior high school located in Ketanggungan District, Brebes Regency with a population of 80. Using the Slovin formula, a sample of 67 respondent was obtained. This research uses the method probability sampling by type simple random sampling, where the population as the sample of this study. The source of data used in this study is primary data collected using a closed questionnaire technique. The data analysis technique used in this study is a multiple linear regression analysis equation model. The result of this study indicate that job satisfaction has a significant effect on organizational citizenship behavior, as well as work engagement has a significant effect on organizational citizenship behavior. Thus the first hypothesis and the second hypothesis are statistically accepted.

Keywords: Job Satisfaction; Work Engagement; Organizational Citizenship Behavior

1. Introduction

Human Resources (HR) is the most important asset in running the organization, because HR is a resource that can control the organization's situation in dealing with various demands in the future. If not prepared qualified human resources likely to hamper productivity and result in organizational losses. Likewise, educational institutions must pay attention to, maintain and develop its human resources, especially teachers. Teachers are part of human resources who have a central role in determining educational output. The central role is related to the teacher's task as a teacher in charge of transferring knowledge know ledge to students. The teacher is the party who has the most interaction intensively with students, so that its role has a lot of influence on the way thinking, behaving, and behaving from students. Thus teachers have an important role, so they have a big responsibility in realizing organizational goals school.

A teacher's contribution to school goals is determined by many factors. One of them is the tendency to perform behavior extra-role which is known as organizational citizenship behavior (OCB). Organizational citizenship behavior (OCB) refers to the voluntary and informal behavior that employees perform towards their co-workers and the organizations they work for that are not part of their formal job descriptions, but support the organization's functioning effectively (Habeeb, 2019). Teachers who have high OCB, will carry out work beyond their responsibilities. They will

carry out their work beyond their main duties and functions as teachers to advance the school. Teachers with high OCB will provide additional lesson hours so that students become more familiar with the material provided (Hardianto, 2019). Therefore, behavior or extra-role from the teacher is needed to be able to realize the goals of the school organization.

According to Organ, Podsakoff and MacKenzie, (2006), one of the factors that can increase organizational citizenship behavior (OCB) is employee job satisfaction. Job satisfaction is described as a pleasant or positive emotional state resulting from an appraisal of one's job (Locke, 1976). Tsai and Wu (2010) show that job satisfaction is the most significant predictor of OCB. This relationship can be explained by social exchange theory (SET), which suggests that when employees are satisfied with their boss, they will return the favor in the most economical and affective way to the boss (Cropanzano and Mitchell, 2005). The more employees feel satisfied at work, the higher their OCB behavior (Maharani, Troena and Noermijati, 2013).

Based on the results of previous research by Tsai and Wu (2010) and Hurst, Baranik and Clark (2016), job satisfaction has been shown to have a positive effect on organizational citizenship behavior (OCB). The same results were carried out by Ng, Choong, Kuar, Tan and Teoh (2019) which revealed that job satisfaction had an effect on organizational citizenship behavior (OCB). However, in contrast to research conducted by Ackfeldt and Coote (2000) and Intaraprasong, Dityen, Krungkrumjit and Subhadrabandhu (2012) found that job satisfaction has no effect on and OCB.

In addition to job satisfaction factors, the increase in OCB can also be influenced by psychological factors in this case are: work engagement. Work engagement described as a positive, satisfying, work-related state of mind characterized by passion, dedication, and appreciation (Schaufeli, 2002). This means that employees who are dedicated to their work are creative, loyal, proud, and fully concentrated. However, regardless of demanding or stressful conditions, they find their work enjoyable and interesting (Bakker, Demerouti and Sanz (2014). Work engagement has a promising role in increasing organizational commitment and employee welfare, their position, as well as their internal success and extra-role behavior (Matula and Uon, 2016; Prottas and Nummelin, 2018).

Based on the results of previous research by Dalal, Baysinger, Brummel and LeBreton (2012), Sulea, Vigor, Maricutoiu, Schaufeli, Dumitru and Sava (2012) and Ng, Choong, Kuar, Tan and Teoh (2019) shows that work engagement affect organizational citizenship behavior (OCB). This is in line with research conducted by Rahman and Karim (2022) on faculty members working in private universities operating in Bangladesh showing that work engagement affect organizational citizenship behavior (OCB). Meanwhile, research conducted by Matamala (2011) and Kusuma, Kurniawan and Herawati (2021) resulted in the finding that work engagement has no effect on organizational citizenship behavior (OCB).

Organizational citizenship behavior (OCB) plays an important role for the organization because employees try to share their attention to help improve organizational performance and success. Research on OCB outside educational organizations is very often done. Lots research on OCB clearly shows that job satisfaction and work engagement has a positive effect on OCB. However, very little research exists on the impact of job satisfaction and work engagement on OCB, especially on teacher OCB. There is evidence to suggest that OCB is context specific which varies from one type of organization to another (Organ, 1988). Organizational behavior in schools is different from the organizations found in noneducational environments. Therefore, the study of organizational citizenship behavior (OCB) and several variables that affect OCB such as job satisfaction and work engagement can make a positive contribution to organizations, especially school organizations, and therefore needs to be studied.

2. Literature Review

2.1 Variable Definition

2.1.1 Organizational Citizenship Behavior

OCB is a concept introduced in the 1980s and has been defined as individual behavior that is independent, not directly or explicitly recognized by formal reward systems, and which in aggregate promotes the effective functioning of the organization (Organ, 1988). Podsakoff, MacKenzie and Paine (2000) define OCB as a form of behavior in which individual decisions and initiatives do not depend on the organization's formal reward system, but increase the effectiveness of the organization as a whole. Organ (1988) explains that there are five indicators of organizational citizenship behavior (OCB), includes: First, altruism, shows spontaneous activities to help others at work or solve organizational problems. Second, civic virtue, demonstrate voluntary participation and professionally and socially support the functioning of an organization. Third, conscientiousness, defined as a policy action outside the role requirements. Fourth, courtesy, refers to efforts to avoid work-related conflicts with others. Fifth, sportsmanship, is an attitude that emphasizes the positive aspects of an organization rather than the negative aspects. Provide a sense of tolerance for disturbances at work, namely when employees carry out work that is not wearing without having to raise a complaint or complaint.

2.1.2 Job Satisfaction

Job satisfaction is a pleasant emotional situation that results from an appraisal on the work of an employee (Jermstiparsert, Petchchedchoo, Kumsuprom and Panmanee, 2021). Job satisfaction can also be interpreted as a set of employee feelings about whether their job is fun or not, which shows the match between their work expectations and the benefits they receive in the company (Luthans, 2006). Lopes, Campbell, Castanheira and Oliveira-Cruz (2015) job satisfaction can be measured based on indicators which include: First, the job description or the job itself is a perception individual to the workload and responsibilities assigned by the organization. Second, salary or wages is an individual's perception of the salary or award given by organization to employees with values that include normal basic needs, security and continuity of income as well as the compatibility between salary receipts and expectations. Third, promotion is an individual's perception of the objectivity of implementing employee promotions by the organization as well as the opportunities provided by the organization for career development, includes the values of openness to career opportunities, fair and objective career policies and promotions. Fourth, co-workers are individual perceptions of the organization working relations between employees, both in the same field of work and in the field of work different, including: possible and averse values, responsibility and teamwork. Fifth, observation or supervision is an individual's perception of the types and ways of doing things organizational leadership in providing certain supervision of employees in work related to the values of politeness, respect, and the intensity of adequacy of supervision.

2.1.3 Work Engagement

Work engagement defined as a positive, satisfying, work-related state of mind characterized by passion, dedication, and absorption (Schaufeli, Salanova, Gonzalez and Bakker, 2002). According to Byrne, Peters, and Weston. (2016) work engagement is when employees are in a state of engagement, they use and combine their various emotional and cognitive levels as they turn their specific work tasks and activities into meaningful accomplishments. According to Schaufeli et al. (2002) there are three indicators of work engagement, includes: First, aspects vigor from work engagement categorized by high levels of energy and mental resilience at work, willingness to invest effort in one's work, and persistence even in the face of obstacles. Second, aspect dedication from work engagement, characterized by having a sense of enthusiasm, inspiration, pride, and challenge in the workplace. Third, aspect absorption from work engagement, refers to full and deep concentration in work, so that the work at hand feels pleasant and is completed quickly.

2.2 Hypothesis Development

2.2.1 Effect of Job Satisfaction on Organizational Citizenship Behavior

Locke (1976) describes job satisfaction as a pleasurable or positive emotional state resulting from evaluating one's job. Research conducted by Dalal (2005) and Lepine, Erez and Johnson. (2002) suggested that job satisfaction as a potential predictor organizational citizenship behavior (OCB). This relationship can be explained through social exchange theory (SET), which states that emotions between superiors and employees will be related because of the desire to give each other or reciprocity and positive emotions are both the result of good treatment from an organization (Cropanzano and Mitchell, 2005). So employees do OCB as a way to benefit the organization because it has created a satisfying or pleasant work environment. Empirical studies also show that job satisfaction has a significant effect on OCB (Hurst et al., 2016 dan Ng et al., 2019). We thus hypothesize that:

H1. Job satisfaction has a significant effect on organizational citizenship behavior

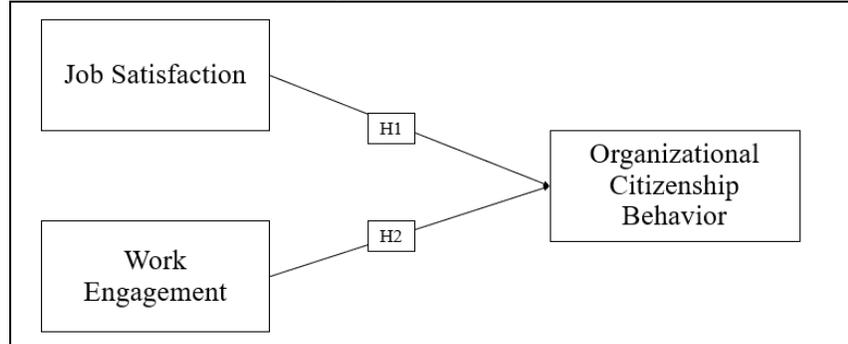
2.2.2 Effect of Work Engagement on Organizational Citizenship Behavior

Work engagement plays a central role in increasing OCB among employees in various organizations (Christian, Garza, and Slaughter, 2011). Employees with high work engagement have positive attitudes and create their own positive feedback related to compensation, recognition, and successful performance (Bakker et al., 2011). Individuals involved show voluntary behavior which has been explained on the basis of social exchange theory (SET). According to this theory, individuals will reciprocate the benefits provided by the organization (Blau, 1964). Engaged employees focus their energy toward organizational goals (Macey, 2009) and are more likely to work harder through increased discretionary efforts than less active employees (Bakker, 2011). Research on work engagement has revealed that engaged employees are highly energetic and independent individuals who exert influence over events that affect their lives (Bakker, Albrecht and Leiter, 2011). Empirical studies also show that work engagement has a significant effect on OCB (Mohsin 2015; Farid, Iqbal, Ma, Castro-Gonzalaz, Khattak and Khan, 2019). We thus hypothesize that:

H2. Work engagement has a significant effect on organizational citizenship behavior

This following is an explanation of how the hypothesis developed.

Figure 1. Research Model



3. Research Methodology

3.1 Population and Sample

The population in this study were senior high school (SMA) teachers in Ketanggungan District, Brebes Regency, Central Java Province, amounting to 80 people, based on Basic Education Data in 2022. This study used the method probability sampling. The type of probability sampling technique used is simple random sampling is a sampling technique that provides equal opportunities for the population to be sampled (Suliyanto, 2016). Meanwhile, to determine the sample size using the Slovin formula with an error rate of 5% so that the minimum sample size taken in this study was 67 respondents. Sources of data used in this study is primary data collected using a questionnaire. Questionnaire submitted to respondents in the form of closed questions, where respondents only choose alternative answers available on the questionnaire (Suliyanto, 2016).

3.2 Variable Measurement

This research consists of 2 independent variable and 1 dependent variable. Measurement of variables using a 5-point Likert scale point 1 as strongly disagree to point 5, which indicated strongly agree. The first independent variable, namely job satisfaction, was measured using 5 indicators of adoption by (Lopes, Campbell, Castanheira and Oliveira-Cruz, 2015), consists of a job description, salary or wages, promotions, co-workers and observation or supervision. Meanwhile, the second independent variable, namely work engagement, was measured using 3 indicators by adopting (Schaufeli et al., 2002), consisting of vigor, dedication and absorption. The dependent variable, namely organizational citizenship behavior, measured by indicators adopted from (Organ, 1988), consisting of 5 indicators, altruism, civic virtue, conscientiousness, courtesy and sportsmanship.

3.3 Data Analysis Tool

The data analysis technique used in this study is a multiple linear regression analysis equation model because this study involves more than one independent variable, to determine its effect on the dependent variable (Hair, et al., 2010). The data in this study will be analyzed using software SPSS 23 for windows. Hypothesis testing in this study using t statistical test which aims to

determine how far the influence of one independent variable on the dependent variable by assuming the other independent variables constant. In this study, the t-test was conducted to test the effect of job satisfaction (X1) and work engagement (X2) to organizational citizenship behavior (Y).

4. Results

4.1 Data Analysis

4.1.1 Validity and Reliability Test Result

Based on the validity and reliability tests in this study using 67 respondents and 31 statement items from each variable indicator of job satisfaction, work engagement and organizational citizenship behavior. According to Hair et al. (2010), an indicator is declared valid if the corrected item total correlation value or $r_{count} > r_{table}$ and declared reliable if the value Cronbach's Alpha > 0.6 . The test results using SPSS 23.0 for windows items show that all items of job satisfaction, work engagement and organizational citizenship behavior are more greater than 0,244 ($df = n-2$, $df = 67-2$, $\alpha = 0,05$). Thus, all statement items declared valid, which means that it can be used in further research by using multiple linear regression analysis method. In the reliable test results can be seen through the value of Cronbach's alpha which shows that the variable value of job satisfaction, work engagement and organizational citizenship behavior of 0,815, 0,929 and 0,848 so it can be said reliable because the value of Cronbach's alpha is greater than 0,6.

4.1.2 Multiple Linear Regression Analysis

Table 1. Multiple Linear Regression Test Result

Variable	Coefficient regression	t	Significant
(Constant)	9,094	2,732	0,008
Job Satisfaction (X1)	0,236	2,176	0,033
Work Engagement (X2)	0,356	5,106	0,000
R Square = 0,542 $\alpha = 0,05$			

From table 1, the results of the multiple linear regression equation $Y = a + \beta_1X_1 + \beta_2X_2 + e$ is as follows:

$$Y = 9,094 + 0,236X_1 + 0,356X_2 + e$$

This means that the value of or 9.094 shows that if job satisfaction and work engagement is zero, then the level organizational citizenship behavior worth 9,094. Job satisfaction regression coefficient (β_1) of 0,236, indicating the magnitude of the effect of job satisfaction on organizational citizenship behavior, the regression coefficient is positive indicating that job satisfaction has a direct effect on organizational citizenship behavior, which means that every increase in job satisfaction will lead to an increase in organizational citizenship behavior. Regression coefficient work engagement (β_2) of 0,356, indicating the magnitude of the effect of work engagement to organizational citizenship behavior, the regression coefficient is positive indicating work engagement direct effect on organizational citizenship behavior, which means every increase work engagement will cause an increase organizational citizenship behavior.

The results of the multiple linear regression analysis above, it can be seen the value of the coefficient of determination (R Square) of 0,542. This figure shows that the variable job satisfaction and work engagement can explain variations or contribute to variables organizational citizenship behavior by 54,2%, while the remaining 45,8% is explained by other variables outside of this study.

4.1.4 Hypothesis Testing

Based on table 1 above, it shows that the calculated t value of the effect of job satisfaction on organizational citizenship behavior is $2,176 > t_{table} = 1,997$, with a level of significance $0,033 < \alpha = 0,05$ (significant). Thus, hypothesis 1 (H1) which states that job satisfaction has a significant effect on organizational citizenship behavior is accepted. Table 1 also shows that the calculated t value of the effect of the work engagement variable on organizational citizenship behavior is $5,106 > t_{table} = 1,997$ with significance level $= 0,000 < \alpha = 0,05$ (significant). Thus, hypothesis 2 (H2) which states that work engagement has a significant effect on organizational citizenship behavior is accepted.

5. Discussion

As hypothesized, job satisfaction has a significant effect on organizational citizenship behavior. This study is in line with the findings of Hurst et al. (2016) dan Ng et al. (2019) which states that job satisfaction has a significant effect on organizational citizenship behavior. This proves that if a teacher's job satisfaction is good or achieved, the teacher will make an extra contribution beyond what the teacher should be doing. Statistical results also show that work engagement significant effect on organizational citizenship behavior. This study is in line with the results of research conducted by Mohsin (2015) and Farid et al. (2019) which states work engagement significant effect on organizational citizenship behavior. That is, when teachers are involved in their work, they will perform better and contribute more to their work.

6. Conclusion

Based on the results of the analysis and discussion, it is concluded that job satisfaction has a significant effect on organizational citizenship behavior Senior High School teacher in the District of Ketanggungan, Brebes Regency. This means that the higher the teacher's job satisfaction, the higher the teacher's job satisfaction organizational citizenship behavior Senior High School teacher in the District of Ketanggungan, Brebes Regency. In addition, the results of the analysis also prove that work engagement significant effect on organizational citizenship behavior Senior High School teacher in the District of Ketanggungan, Brebes Regency. So that it gets higher work engagement the teacher will be even higher or ganizational citizenship behaviorSenior High School teacher in the District of Ketanggungan, Brebes Regency.

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