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Effect of Employee Job Satisfaction on Organizational Citizenship Behavior at Assessment Center Indonesia

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Abstract

This research was conducted to find out how much the influence of employee job satisfaction in driving the emergence of organizational citizenship behavior (OCB) on employees of the Assessment Center Indonesia (ACI). The influence is expected to create an increase in work performance and productivity in adapting to the conditions of company development and competition. The type of research used is a combination of descriptive methods and causality methods by taking a sample of 30 ACI employees. Data analysis used in hypothesis testing is simple linear regression analysis. From the results of the study, it can be concluded that the level of job satisfaction that occurs in ACI is high with a percentage of 81.17%, while the application of OCB is relatively high with a percentage of 78.48%. Job satisfaction at ACI has a positive and significant effect on OCB with an effect of 62.4%. While, the remaining influence of 37.6% is caused by other variables outside the research model.

Keywords: job satisfaction, organizational citizenship behavior, coworkers, supervision, working condition.

1. Introduction

Currently, the market is entering an era of globalization where competition between companies preferably be more stringent than before. This is due to the globalization that makes the competition not only between enterprises in domestic but also foreign companies. Among other company assets, employees are unique assets because they are alive. To prevent employees from leaving and moving to competitors, the company must pay attention to the needs of its employees. The greater the employee's needs are met; the more satisfied employees will be [6]. Job satisfaction is important because it can encourage employees to work better.

Assessment Center Indonesia (ACI), is one of the divisions in Telkom's organizational structure, has known before as Assessment Center Telkom. Telkom is very concern on its human resources quality that ACI was established since 1990 to deliver the best people. For more than 25 years, Assessment Center method is consistently used in evaluating managerial competencies in Telkom and Telkom Group objectively and transparently, with the fully support and commitment from BODs to use this AC method.

Since 2007, ACI and other divisions in Telkom have used Telkom Employee Survey (TES) as a standardized job satisfaction assessment. TES uses an online system with items that are declared valid and questionnaires that have been designed to get consistent answers. The output of employee job satisfaction assessment is called the Employee Satisfaction Index (ESI).

Table 1: Employee Satisfaction Index (ESI) Telkom 2017 [10]

No.	Division	ESI (%)	Category
1	Business Service	75,10	Satisfied
2	Digital Service	73,79	Satisfied
3	Enterprise Service	71,67	Satisfied
4	Government Service	78,72	Satisfied
5	Information Technology	77,34	Satisfied
6	Planning & Deployment	80,74	Very Satisfied
7	Service and Solution	76,21	Satisfied
8	Service Operation	76,78	Satisfied
9	TV Video	79,16	Satisfied
10	Wholesale Service	78,42	Satisfied
11	Assessment Center Indonesia	79,99	Satisfied
12	SSO Procurement and Sourcing	75,39	Satisfied
13	Telkom Corporate University Center	76,84	Satisfied
14	Human Capital Business Partner	77,00	Satisfied
15	Community Dev. Center	78,30	Satisfied
16	Shared Service Operation Finance	78,02	Satisfied

Based on the 2017 TES data, the Telkom's ESI is 78.48% (satisfied). Of the 16 divisions in Telkom, ACI has the second largest ESI value (79.99%). This shows that the level of job satisfaction of ACI employees is high compared to other divisions in Telkom.

Organizational citizenship behavior (hereinafter abbreviated as OCB) is an individual's behavior that exceeds his job description, performs work outside the role of the task which is his responsibility which is beneficial to the interests of the organization and has a positive impact on organizational effectiveness and organizational survival [1]. This behavior tends to see someone (an employee) as a social being (a member of an organization), compared to a selfish individual. OCB is a voluntary behavior that exceeds the basic needs of workers such as helping colleagues and being polite to others, which benefits the organization and is not related to the compensation system [4].

According to the results of an interview with Mrs. Justia as Officer 2 Sales Support Business Development, in the real conditions, ACI employees do not always follow the job descriptions described. Some jobs require cross-division collaboration, so there are many and high interactions between employees. This shows indicated ACI employees have OCB behavior.

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In [7] states that job satisfaction should be the main determinant of an employee's OCB. Research on the effect of job satisfaction on OCB has been widely expressed by many experts through practical and academic research. In a study conducted by [8], identifying the variables of job satisfaction turned out to have an effect on OCB. Satisfied employees will show a higher level of OCB compared to employees who feel dissatisfied.

2. Conceptual Framework and Hypotheses

2.1. Theoretical Framework

To obtain and maintain superior and competent human resources, job satisfaction is one thing that must be considered by the company. In working, people want the availability of facilities that enable their needs to be met. The main factor that people want to work is satisfaction in the place they work.
Some experts have classified the factors that affect job satisfaction. In [5] describes the factors that influence job satisfaction are:

1. The work itself
2. Pay
2. Promotion opportunities
3. Supervision
4. Work Group (coworkers)
5. Working condition

Job satisfaction can affect employee behavior. Good employee behavior is certainly the hope of the organization to get employees with high performance. High performance can be seen from the ability of employees to complete their tasks contained in the job description. The behavior of employees who do work according to the tasks contained in the job description is referred to as in-role behavior or in-role behavior. To deal with this era of intense competition, of course the company wants more qualified human resources than competitors, so that it can become a competitive advantage. Therefore, the company not only requires employees to have in-role behavior but also requires employees to have extra-role behavior which is the contribution of workers "above and more than" formal job descriptions. According to [1], extra role behavior is an individual's behavior that exceeds the job description in his duties, doing work outside the role of the task which is his responsibility that is beneficial to the interests of the organization and has a positive impact on organizational effectiveness and organizational survival.
According to [2], when employees work in an environment that provides satisfaction, they "often feel bound by reciprocal norms" and then produce behaviors that help and support organizational performance. This behavior was later called the OCB. Furthermore, it states that OCB can be assessed from five dimensions, namely:

1. Conscientiousness, employees have in-role behavior that meets levels above the required standards.
2. Altruism, the desire to provide assistance to other parties.
3. Civic Virtue, is an active participation of employees in thinking about organizational life.
4. Sportsmanship, emphasizing more on the positive aspects of the organization rather than the negative aspects.
5. Courtesy, which is doing good and respect for others.

2.2. Hypotheses

Of the six factors of [5] job satisfaction, only three factors will be examined: supervision, co-workers, and working conditions. Three other factors are not examined because they are limited by company policy and are outside the authority of ACI. So that, if given advice on these three factors, ACI cannot change or change policies regarding these three factors.

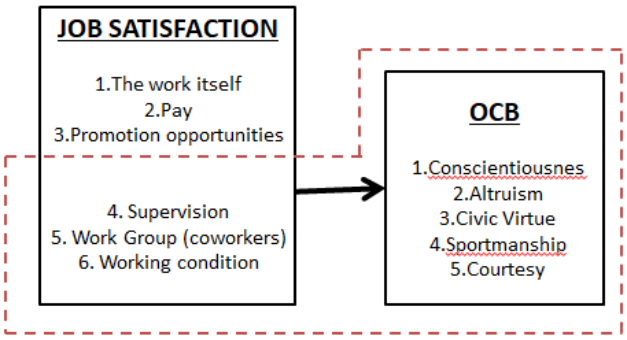

Fig. 1: Research framework

Based on the background and research framework, the hypothesis can be defined as follows:
H_0: Job satisfaction does not have a positive and significant influence on OCB.
H_1: Job satisfaction has a positive and significant influence on OCB.

3. Methodology

In this study, the authors used two research methods: descriptive method and causality method. According to [9], descriptive research is research conducted to determine the value of independent variables, either one or more variables without making comparisons, or connecting with other variables. Meanwhile, according to [3], causality study is a type of research that shows the direction of the relationship between independent variables and dependent variables, in addition to measuring the strength of the relationship. In this study, job satisfaction acts as the independent variable (X) and OCB as the dependent variable (Y).
The analysis model used are descriptive statistics and linear regression analysis models to test hypotheses. Primary data is collected through distributing questionnaires using a Likert scale, a scale used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena [9]. The number of samples used in this study were 30 people who were recorded as ACI employees.

4. Results and Discussion

4.1. Job Satisfaction of ACI Employee

Respondents' responses regarding job satisfaction originating from Supervision, Co-workers, and Working conditions in ACI are in the category satisfied with a satisfaction level of 81.17%. This shows that respondents give positive value to job satisfaction. These results are in line with the ACI's ESI score in 2017 which is also in the satisfied category.
Employee job satisfaction originating from Supervision is included in the category satisfied with an average total percentage of respondents' responses of 80.83%. As for job satisfaction sourced from Co-workers included in the category very satisfied with an average total percentage of respondents' responses of 82%. Job satisfaction that comes from working conditions is included in the category satisfied with the average total percentage of respondents' responses of 80.67%.
Job satisfaction related to working conditions to support the ease of work and the establishment of communication and helping each other solve problems between co-workers is considered good. However, there are a small number of employees who feel that Supervision is lacking in understanding employee desires.
These results are in line with the theory used in this study, the theory proposed by [5] about job satisfaction by using dimensions including (1) Supervision; (2) Co-workers; (3); and working condition. With the fulfillment of these three dimensions, it is expected to obtain good quality human resources because the level of job satisfaction of employees is in good condition (satisfied)

which will ultimately improve employee performance to achieve organizational goals.

4.2. Organizational Citizenship Behavior of ACI Employee

Based on the results of data processing that has been done, respondents' responses regarding OCB in ACI have a percentage of 78.48%, and included in the category: high. This shows that respondents gave good value to OCB and showed that ACI employees behaved extra-role high in addition to maintaining their in-role behavior.

The behavior of OCB which deals with being good and respecting co-workers, and being active in seeking information is in the high category, so that it is considered good. However, there are still deficiencies in the implementation, this is known from the respondents' answers stating that not all employees receive equal sanctions as a consequence of errors committed in the work.

The results of OCB in ACI are in line with the theory used in this study, the theory of Organizational Citizenship Behavior (OCB) proposed by [2] using dimensions that include: the attitude of help to others (Altruism); voluntary attitude towards others (Conscientiousness); sportsmanship (Sportsmanship); respect and care for others (Courtesy); and responsibility for the organization (Civic Virtue). With the implementation of the OCB by ACI employees, it is expected that good quality human resources will be obtained because employees express this behavior in the form of conscious and voluntary willingness to work and contribute more than what is formally demanded by the organization.

4.3. Effect of Employee Job Satisfaction on OCB

Table 2: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	10.535	3.538		2.978	.006
	X	.528	.077	.790	6.820	.000

a. Dependent Variable: Y

From the results of the calculations above obtained the results of a simple linear regression equation Y = a + bx + e are as follows.

Y = 10,535 + 0,528X + e

This means that the value of α or a constant of 10.535 indicates that if job satisfaction is not raised, the OCB will get a value of 10,535. The regression coefficient (β value) is 0.528 which shows a direct (positive) relationship which means that any increase in job satisfaction will affect the increase in OCB, where the effect is positive on β which shows the direction of direct regression.

4.4. Hypotheses Testing

Testing the hypotheses to determine the effect of job satisfaction on OCB can be done through F test statistic calculation, with the rule of reject H_0 if F_{count} is greater than F_{table} ($F_{count} > F_{table}$) and vice versa accept H_0 if F_{count} is smaller or equal to F_{table} ($F_{count} \leq F_{table}$). Decision making based on F test statistics can be known by looking at the Table 3.

Table 3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	188.190	1	188.190	46.517	.000[a]
	Residual	113.277	28	4.046		
	Total	301.467	29			

a. Predictors: (Constant), X

b. Dependent Variable: Y

Following is the calculation of F_{table}:

α = 0,05
Numerator = m – 1 = 4 – 1 = 3
Denumerator = n –m = 30 – 4 = 26
F α (N) (D) = 2,98

Based on the ANOVA test, obtained F_{count} of 46.517 which means that it is greater than F_{table} ($F_{count} > F_{table}$) of 2.98, so it was decided to reject H_0 and accept H_1. So, it can be concluded that job satisfaction has a significant effect on OCB.

Based on calculations, a significance value of 0 is less than 0.05, meaning that it can be decided to reject H_0 and accept H_1, so that it can be concluded that employee job satisfaction consisting of Supervision, co-workers and working conditions has a significant effect on OCB in ACI.

Table 4: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.790[a]	.624	.611	2.01137

a. Predictors: (Constant), X

The magnitude of the effect of job satisfaction on OCB can be seen through the calculation in Table 4, especially the R Square number. The figure of R Square (coefficient of determination) is 0.624. This shows that there is an effect of 62.4% by job satisfaction variables consisting of Supervision, co-workers, and working conditions on OCB in ACI. While the rest (100% -62.4%) is 37.6% caused by other variables outside the research model.

5. Conclusion

5.1. Conclusion

Based on the results of the analysis of data processing in this study, some conclusions can be summarized as follows:

1. Employee satisfaction that comes from Supervision, Co-workers, and Working conditions in ACI are in the category: satisfied with a satisfaction level of 81.17%. This shows that respondents gave positive value to ACI job satisfaction. This is in accordance with the ACI's ESI value in 2017, which is also in the satisfied category.
2. The OCB level in ACI which is seen from the five dimensions of OCB (Conscientiousness, Altruism, Sportsmanship, Courtesy, and Civic Virtue) is in the category: high with an average total percentage of respondents' responses of 78.48%. This shows that respondents gave good value to OCB and showed that ACI employees behaved extra-role high in addition to continuing to perform in-role behavior.
3. Job satisfaction has a positive and significant effect on OCB at 62.4%. This means that the high and low OCB acts as a result of the high and low level of job satisfaction that occurs. The higher the level of job satisfaction for ACI employees, provides great potential for the creation of a high OCB. Conversely, the lower the level of job satisfaction in ACI employees, provides great potential for the creation of a low OCB.

5.2. Recommendations

Based on the results of the research and the conclusions that have been stated previously, the researcher tries to convey suggestions related to what is the object of research, as follows:

1. In order for ACI to further improve the level of job satisfaction optimally through improving the quality of relationships between employees, developing supervision capabilities, developing learning opportunities and responsibilities, as well as the quality of working conditions that support the ease of work

2. In order for ACI to improve the application of OCB optimally through the attitude of help to others, sportsmanship, respect and caring for others, responsibility for the organization, and voluntary attitude towards others.
3. In order for ACI to increase the level of job satisfaction more optimally, it will further encourage OCB behavior for ACI employees.

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