

# Human Resource Management: The Influence of Organizational Citizenship Behavior to Job Satisfaction and Employee Engagement at International Non-Profit Organization

Wisnu Wardhana<sup>1</sup>, Syamsul Maarif<sup>2</sup>, Angraini Sukmawati<sup>3</sup>

<sup>1</sup>School of Business, Bogor Agricultural University (IPB), Jl. Raya Pajajaran Bogor, Indonesia 16151, West Java, Indonesia

<sup>2</sup>School of Business, Bogor Agricultural University (IPB), Jl. Raya Pajajaran Bogor, Indonesia 16151, West Java, Indonesia

<sup>3</sup>Department of Management, Faculty of Economics and Management, Bogor Agricultural University (IPB), Jl. Raya Darmaga Kampus IPB Darmaga Bogor 16680 West Java, Indonesia

**Abstract:** *As an international non-profit organization, XYZ foundation committed to improving life across dynamic and growing Asia, where Indonesia is one of the countries where the XYZ foundation operates. A good level of performance rating does not make the turnover rate in XYZ foundation low, even can be said high and this phenomenon attracts the author to associate it with one of the employee behavior theory of Organizational Citizenship Behavior (OCB), job satisfaction and employee engagement. Data analysis in this research using SEM-PLS. The results obtained from this research are OCB are most influenced by conscientiousness indicator. Job satisfaction variables were most affected by career indicator. The employee engagement variable is most affected by the belong indicator. Organization citizenship behavior positively significant directly to the job satisfaction and employee engagement. Job satisfaction has a positive effect directly to employee engagement.*

**Keywords:** Belong, Career, Conscientiousness, SEM-PLS, Turnover

## 1. Introduction

The survival and growth of an organization is not only determined by success in managing finances based on capital or money alone, but also determined by successful management of employees (Alhempri 2012). Organizations want employees who are willing to perform tasks not listed in their job descriptions (Triyanto and Santosa 2009). Job satisfaction is an emotional state that pleases or displeases employees in looking at their work (Robbins and Judge 2009). Employees who do work according to the tasks in job descriptions are referred to as in-role behaviors (Greenberg and Baron 2003) The contribution of workers above and beyond this formal work description is called Organizational Citizenship Behavior (OCB) (Greenberg and Baron 2003). OCB has five primary dimensions: altruism, civic virtue, conscientiousness, courtesy and sportsmanship. Robbins and Judge (2009) suggest that organizations with employees with good OCBs will perform better than other organizations. Positive behavior of employees will be able to support individual performance and organizational performance for better organizational development (Winardi et al., 2012).

As an international non-profit organization, XYZ Foundation committed to improving life across a vibrant and growing Asia, where Indonesia is one of the countries where the XYZ Foundation operates. The XYZ Foundation is a unique organization where the existing career path level includes short or no width. This makes the employee turnover rate quite high. Based on internal data during the period 2011-2016, the average turnover rate is quite high at 16.42%, but it is also worth noting that the XYZ Foundation

works on existing projects, so when the project is completed there will be employees who are disconnected from work. Based on the internal data of XYZ foundation's human resources, there is an increase in performance at the end of 2015 with a value of 3.99 which is close to very good predicate. In the previous year the XYZ Foundation employees' performance assessment was also in the range of values from 3.80 to 3.99, indicating the consistency level of XYZ Foundation employees overall performance.

A good performance level does not make the turnover rate in the XYZ foundation low. This phenomenon is interesting for the researcher to associate it with one of the theory of employee behavior, OCB, job satisfaction and employee engagement. Based on this background the authors would like to analyze whether there are OCB behaviors in the employees of the XYZ foundation and the influence of OCB on job satisfaction and employee engagement in the XYZ foundation under the title "The Influence of Organizational Citizenship Behavior (OCB) to Job Satisfaction and Employee Engagement at XYZ Foundation".

Based on the background that has been described previously, the researchers were able to formulate the problem in this research are as follows:

- 1) What is the behavior of the organization citizenship behavior (OCB), the level of job satisfaction and employee engagement found in the employees of XYZ Foundation?
- 2) How does the organization citizenship behavior (OCB) influence on job satisfaction and employee engagement on XYZ Foundation employees?

Volume 6 Issue 11, November 2017

[www.ijsr.net](http://www.ijsr.net)

Licensed Under Creative Commons Attribution CC BY

3) How does the organization's strategy in improving employee engagement on XYZ Foundation employees based on organizational citizenship behavior (OCB) theory and job satisfaction theory?

## 2. Research Method

### Research Approach

The approach in this study was conducted using a survey obtained directly from the original source. The survey was conducted using a questionnaire. The samples used in this research are XYZ foundation employees from the country representative level to the administrative assistant with a total of 69 people.

**Table 1: Operational variable**

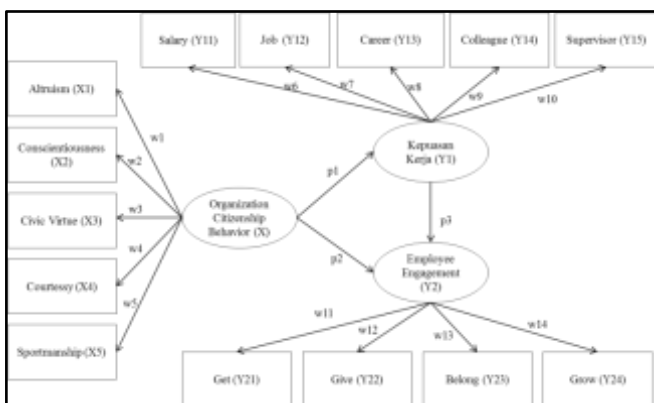
Variabel*	Organization Citizenship Behavior (X)	Kepuasan Kerja (Y1)	Employee Engagement (Y2)
Indikator	Altruism (X1) Civic Virtue (X2) Conscientiousness (X3) Courtesy (X4) Sportmanship (X5)	Salary (Y11) Career (Y12) Job (Y13) RekanKerja (Y14) Supervisi/Atasan (Y15)	Belong (Y21) Get (Y22) Give (Y23) Grow (Y24)

\*sources: OCB indicators based on (Organ 1988), job satisfaction (Robbins and Judge 2009), employee engagement (Forbringer 2002)

### Analysis of Structural Equation Model (SEM) - Partial Least Square (PLS).

Analysis of structural equation model (SEM) based on variant with partial least square approach (PLS). PLS is an alternative method of SEM that can be used to overcome relationship problems between complex variables but small sample size data (30 to 100), given that SEM has a minimum sample size of 100 (Hair et al., 2011). This analysis is done based on the purpose of research, as for the steps as follows:

1. SEM Parameter Estimation - Partial Least Square (PLS)
2. Analysis of fit model of structural equation with SEM-Partial Least Square (PLS) can be seen in Figure 1.



**Figure 1: SEM-PLS Model**

## 3. Empirical Results

### Model Evaluation

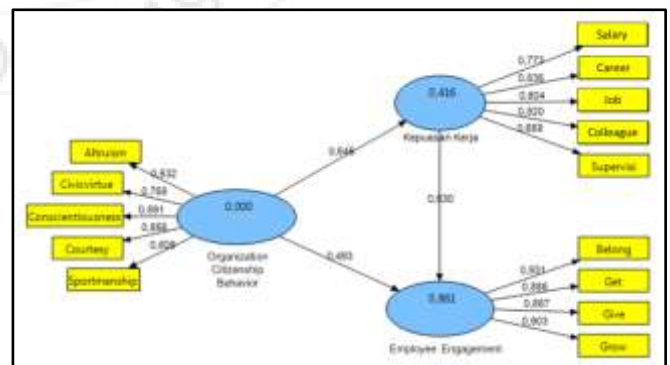
#### Evaluation of Measurement Models

The model produced in the PLS analysis should be evaluated first. According to Ghazali (2008), if there is an indicator that has a loading factor value  $<0.5$ , it should be recasted against the initial model resulting in the loading factor of all reflective indicators  $> 0.5$  as the criterion of the construct convergent validity test. The model on the results of this study there is no indicator that has a loading factor value  $<0.5$  so no need for indicators issued from the model. The model requirement has good validity if each latent variable with reflective indicator has  $AVE > 0.5$ . From the results of the analysis seen, the AVE value of each latent variable has a value  $> 0.5$  and it can be said that the PLS model meets the terms of good convergent validity. In addition, the model requirements have good validity if each latent variable with reflective indicator has  $AVE > 0.5$ .

The results show that all latent constructs have good reliability, accurate and consistent because they qualify with the value of composite reliability in each latent construct of more than 0.6. The next measurement is the discriminant validity test. Testing is done on the principle that different construct manifests should not be highly correlated (Ghozali 2008).

The results show that the correlation value between constructs as a whole has been less than the value of  $\sqrt{AVE}$ . The correlation value of job satisfaction and organization citizenship behavior (0.848 and 0.835) is smaller than the value of  $\sqrt{AVE}$  employee engagement (0.897), so it can be said that the model has fulfilled the discriminant validity requirement.

According to Figure 2, the Organizational Citizenship Behavior (OCB) variable is most influenced by the conscientiousness indicator (0.891), then courtesy (0.856), sportmanship (0.805), civic virtue (0.758) and altruism (0.532).



**Figure 2: Loading factor at measurement model**

This indicates that the OCB attitude of the employees of the XYZ foundation is most shaped by the attitude of conscientiousness in which the employee has the willingness to work beyond the prescribed time, utilize the appropriate rest period, comply with company regulations even though no one supervises, self-introspection of the compliance provided so far and has awareness to be honest in work. Job satisfaction variables were most affected by career indicators (0.835), then co-workers (0.820), employment (0.804), salary (0.773) and supervision (0.658). This indicates the attitude of OCB employees of the XYZ foundation most

shaped by careers where employees feel satisfied working because they have the opportunity to promotion based on the ability and policy of fair promotion. The employee engagement variable is most affected by the belong (0.931) indicator, then grow (0.903), get (0.886) and give (0.867). This indicates that the OCB attitude of the employees of the XYZ foundation is most shaped by the indicator of belong where employees feel their opinions are heard and taken into account, the value of the company matches the value of the employees, and has a good friend in the workplace.

#### 4. Evaluation of Structural Model

Measurement of structural model evaluation using bootstrapping. The result of bootstrapping in Table 2 shows that organization citizenship behavior has a significant direct effect on job satisfaction and employee engagement with t-statistics (8.596 and 6.398) > t-table (1.96) at 5% real level. Likewise, job satisfaction affects employee engagement with a statistical t value of 6.523 > t table (1.96).

**Table 2:** Loading factor dan t- statistic value

Variable	Endogeneous	Loading factor	R square	T- statistic	Conclusion
Exogeneous Organization Citizenship Behavior	→ Job Satisfaction	0.645	41.6%	8.596*	Significant
Exogeneous Organization Citizenship Behavior	→ Employee Engagement	0.493	86.1%	6.398*	Significant
Exogeneous Job Satisfaction	→ Employee Engagement	0.530	86.1%	6.523*	Significant

Keterangan: \*) T-statistic > T-table (1.96) means significant at 5% level

The structural model of job satisfaction yields R-square value of 41.6%, which means that job satisfaction is explained by 41.6% organization citizenship behavior, while the rest 58.4% is explained by other factors outside the model. The structural model of employee engagement yields an R-square value of 86.1%, which means that employee engagement diversity can be explained by organization citizenship and job satisfaction of 86.1% while the remaining 13.9% is explained by other factors outside the model.

Organization citizenship behavior has a significant direct positive effect on job satisfaction of 0.645 meaning that the better dominant organization citizenship behavior (OCB) is reflected by conscientiousness, courtesy, sportmanship then increasing job satisfaction of employees. This result is in accordance with Sambung (2010), Michael (2011), Ilie (2013), Lee at al. (2013), Bodroastuti and Ruliaji (2016), which states that the organization citizenship behavior (OCB) has a positive effect on job satisfaction. Robbins (2006), Bowling (2010), Rini et al. (2013), Ristiana (2013), Rohayati (2014), Amira et al. (2015), Nurhayati et al. (2016), Triwibowo and Arsanti (2016), Wibowo and Susilowati (2010), also stated that there is a significant influence between OCB and job satisfaction.

Organization citizenship behavior (OCB) also has a significant direct positive effect on employee engagement of 0.493 meaning that the better dominant organization citizenship behavior (OCB) is reflected by Conscientiousness, Courtesy, Sportmanship, further

increasing employee engagement of employees. These results are consistent with Tahir's (2013) research which states that organizational behavior behavior (OCB) has a positive and significant effect on employee engagement. This is also expressed by Ahdiyana (2009) and Mahayasa (2015) where the behavior of OCB will improve the performance of individuals / organizations that will indirectly increase the commitment / attachment of employees so that the organization will still exist.

Job satisfaction has a direct positive effect directly to employee engagement of 0.530 meaning that higher employee job satisfaction hence increasing employee engagement employee. These results are consistent with Lamidi (2010), Manik (2015), Rachman and Dewanto (2016) studies which suggest a significant influence between job satisfaction and employee engagement.

#### 5. Managerial Implication

In accordance with the results of descriptive analysis and analysis of PLS in this study which shows that the organization citizenship behavior (OCB) has a significant positive effect directly on job satisfaction and employee engagement, which is dominantly reflected by conscientiousness, courtesy, sportmanship then increasing job satisfaction of employee and employee engagement, thus work programs to improve job satisfaction and employee engagement should be based on the results outlined in this study by focusing on the above-mentioned variables and attributes.

In the job satisfaction variable, the most significant attribute to employee engagement is career, the XYZ foundation needs to give more attention to career for its employees by arranging related programs such as talent management, succession planning and need to show clearly that inside XYZ foundation also has a clear career path. Disclosure of requirements required to occupy positions higher than before needs to be clearly defined to all employees, and the promotional system also must be clearly defined to all employees. Equal opportunity is given to all employees in this system.

Relationship factors among co-workers in the office can also be established by making some easy-to-implement programs, such as staff retreats, team building activities, informal discussions developed at the office desk need to be enhanced by behavioral examples from leaders. A conducive, transparent working environment and a willingness to work together and help are important components that need to be developed. Interest groups can be formed with liquid through sporting activities such as running, walking, martial arts, futsal, tennis, basketball, badminton and table tennis.

Job indicators also show a significant positive effect on employee engagement, this means that the XYZ Foundation should be able to explain well the job descriptions of each employee is in accordance with the position and level of responsibility. In the employee engagement variable, it can be well explained from the results of this study that the belong or belonging indicator is the most influential

inductor, the strong sense of kinship that is built together shows that every employee has a strong sense of belonging to the organization of the XYZ foundation.

It should be considered carefully and seriously by the XYZ foundation that the implementation of the conscientiousness indicator in OCB behavior can be well presented and gentle, giving more attention to employee career development in order to improve job satisfaction and development of belonging indicators or stronger sense of belonging can be further strengthened again.

## 6. Conclusion

Based on the study that has been done, it can be concluded as follow.

- 1) Organizational Citizenship Behavior variables (OCB) are most influenced by indicators of conscientiousness, then courtesy, sportsmanship, civic virtue, and altruism. Job satisfaction variables are most influenced by career indicators, then co-workers, employment, salary and supervision. Employee engagement variables are most influenced by the belong indicator, then grow, get and give.
- 2) Organization citizenship behavior has a direct positive effect directly on job satisfaction and employee engagement means the better. Organization citizenship behavior (OCB) then increasing job satisfaction and employee engagement. Job satisfaction has a positive significant effect directly to employee engagement, hence the higher job satisfaction of employees hence increasing employee engagement employee.
- 3) Strategies that need to be implemented are optimization on the opportunities generated, and improve the implementation of indicators that have the most significant positive positive impact on improving employee engagement, such as conscientiousness (OCB), career (job satisfaction) and belong (employee engagement) are well planned by the Human Resources and get approval from the leadership of XYZ Foundation. The high turnover that occurs is expected to be suppressed with the application of OCB behavior, job satisfaction and employee engagement. The sense of having a strong organization is one of the factors that can bind employees to stay and work in the XYZ foundation.

## References

- [1] Ahdiyana M. 2009. *Dimensi OCB dalam Kinerja Organisasi*. Yogyakarta (ID): FISE UNY.
- [2] Alhempri RR. 2012. Kepemimpinan, kompensasi dan motivasi serta pengaruhnya terhadap kepuasan kerja. *Media Riset Bisnis dan Manajemen*. 12(1) : 58-80.
- [3] Amira C, Lubis R, Hafasnuddin. 2015. Pengaruh kepuasan kerja karyawan dan komitmen organisasi terhadap Organizational Citizenship Behavior (OCB) serta dampaknya pada kinerja organisasi pada PT Lafarge Cement Indonesia (LCI) Aceh Besar. *Jurnal Manajemen*. 4(1): 201-210.
- [4] Bodroastuti T, Ruliaji A. 2016. Pengaruh Komitmen Organisasi dan Kepuasan Kerja terhadap Organizational Citizenship Behaviour (OCB) serta Dampaknya terhadap Kinerja Karyawan. *Jurnal Dinamika Ekonomi dan Bisnis*. 13(1): 15-31.
- [5] Bowling. 2010. Effects of Job Satisfaction and Conscientiousness on Extra-Role Behaviors. *Journal of Psychology*. 25(1):119-130.
- [6] Greenberg J, Baron RA. 2003. *Behavior in Organization*. Ed ke-7. New Jersey (US): Prentice Hall Inc.
- [7] Ghozali I. 2006. *Aplikasi Analisis Multivariate dengan SPSS*. Ed ke-4. Semarang (ID): Badan Penerbit Universitas Diponegoro.
- [8] Forbringer LR. 2002. Overview of the Gallup Organization's Q12 Survey. Research Report.
- [9] Hair JF, Black WC, Babin BJ, Anderson RE. 2011. *Multivariate data analysis*. Ed ke-7. Beijing (CN): China Machine Press.
- [10] Ilie MP. 2013. Organizational citizenship behaviour, work satisfaction and employees' personality. *Journal of Social and Behavioral Sciences (Procedia)*. 127(1): 489-493.
- [11] Lamidi. 2010. Efek Moderasi Kepemimpinan pada Pengaruh Employee Engagement terhadap Kepuasan Kerja. *Jurnal Ekonomi dan Kewirausahaan*. 10(2):190-200.
- [12] Lee UH, Kim HK, Kim YH. 2013. Determinants of organizational citizenship behavior and its outcomes. *Global Business and Management Research: An International Journal*. 5(1): 54-65.
- [13] Manik DA. 2015. Pengaruh Kualitas Kehidupan Kerja (Quality of Work Life) dan Kepuasan Kerja terhadap Keterikatan Karyawan (Employee Engagement) di PT. Telekomunikasi Indonesia Tbk Witel Kalbar. [tesis]. Yogyakarta (ID): Universitas Atma Jaya.
- [14] Mahayasa IGA. 2015. Pengaruh Kepuasan Kerja dan Budaya Organisasi terhadap Komitmen Organisasi dan Organizational Citizenship Behavior Perawat. [tesis]. Denpasar (ID): Universitas Udayana.
- [15] Michael S. 2011. Including organizational citizenship behavior in performance evaluations: an investigation of employee reactions. *International Journal of Business and Management*. 6(10): 1-9.
- [16] Nurhayati D, Minarsih, Magdalena M. Wulan HS. 2016. Pengaruh Kepuasan Kerja, Lingkungan Kerja dan Loyalitas Kerja terhadap Organizational Citizenship Behavior (OCB) (Studi Kasus Pada PT. Perwirabhakti Sentrasejahtera di Kota Semarang). *Journal of Management*. 2(2): 1-24.
- [17] Organ DW. 1988. *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington (US): Lexington Books.
- [18] Rachman L, Dewanto A. 2016. Pengaruh Employee Engagement terhadap Kepuasan Kerja dan Turnover Intention Perawat (Studi pada Rumah Sakit Wawa Husada Kepanjen Malang). *Jurnal Aplikasi Manajemen*. 14(2): 322 – 324.
- [19] Rini DP, Rusdarti, Suparjo. 2013. Pengaruh Komitmen Organisasi, Kepuasan Kerja dan Budaya Organisasi terhadap Organizational Citizenship Behavior (OCB) Studi Pada

- PT. Plasa Simpanglima Semarang.  
*JurnalIlmiahDinamikaEkonomidanBisnis*. 1(1): 1-20.
- [20] Ristiana M. 2013. PengaruhKomitmenOrganisasidanKepuasanKerjaTerhadap Organizational Citizenship Behavior (OCB) danKinerjaKaryawanRumahSakitTrijata Denpasar. *JurnalIlmuEkonomidanManajemen*. 9(1): 1-16
- [21] Robbins SP. 2006. PerilakuOrganisasi. Jakarta (ID): SalembaEmpat.
- [22] Robbins SP, Judge M. 2009. *Organizational Behavior*. New Jersey (US): Prentice Hall Inc.
- [23] Rohayati A. 2014. PengaruhKepuasanKerjaTerhadap Organizational Citizenship Behaviour: StudiPadaYayasan Masyarakat Madani Indonesia. *Jurnal SMART Study & Management Research*. 11(1): 1-19.
- [24] Sambung R. 2010. PengaruhKepuasanKerja, KomitmenOrganisasi, KepribadiandanProfesionalDosenTerhadap OCB sertaDampaknyapadaKinerjaOrganisasi, StudiPadaPerguruan Tinggi Negeri di Kalimantan Timur). [tesis]. Malang(ID): UniversitasBrawijaya.
- [25] Triwibowo W, Arsanti TA. 2016. PengaruhKepuasanKerjaterhadap Organizational Citizenship Behaviour (OCB dengan Komitmen Organisasisebagai Variabel Mediasi. *Prosiding Seminar Nasional Multi DisiplinIlmu*. 1(2): 1-8.
- [26] Triyanto A, Santosa EC. 2009. Organizational citizenship behavior (OCB) danpengaruhnyaterhadapkeinginankeluardankepusanker jakaryawan. *JurnalManajemen*. 7(4): 1-4.
- [27] Wibowo E, Susilowati W. 2010. Pengaruhkepemimpinan, *organizational citizenship behavior*, dankomitmenorganisasialterhadapkepusankerjapegawai. *JurnalEkonomidanKewirausahaan*. 10(1): 1-8.
- [28] Winardi, JJ. Ma'aruf, Musnadi S. 2012. Pengaruhbudayaorganisasidanmotivasterhadapkinerjakaryawandengankomitmenorganisasionalsebagai variabel intervening. *JurnalIlmuManajemenPascasarjanaUniversitasSyiah Kuala*. 7(1): 1-24.

## Author Profile

The author was born on June 14, 1978 in Semarang. The author is the third child of three brothers from the couple Yudoyono and Resmiyati. The education that is taken by the author starts from TK Trisula Perwari II Salatiga, SD Dukuh IV Salatiga, SMPK Satya Wacana (Lab School) Salatiga, SMAK 1 Salatiga, and undergraduate program of Accounting Studies, Faculty of Economics of Satya Wacana Christian University Salatiga and graduated in 2005. The author continued his academic education in 2014 with the Master of Management and Business Program with a scholarship from his beloved wife. The author chose the deepening of Strategic Management and graduated in 2017. His worked as Human Resources Manager in several organization, profit and non profit.