

The Role of Job Satisfaction towards Organizational Commitment and OCB

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Abstract: *The purpose of this research investigated the relationship between organizational commitment (OC) and job satisfaction (JS) on organizational citizenship behavior (OCB). This research was designed based on deductive approach which quantitative methods were used for exploratory. 100 respondents were involved in this survey which 68 facilitators were from Urban Poverty Alleviation Program and 32 others were from Foundation for Development of Rural Potential. Structural equation modeling was used to test the hypothesis. This study found that organizational commitment did not have a significant effect on organizational citizenship behavior, but it had affected positive significant on job satisfaction. Job satisfaction affects positive significant on organizational citizenship behavior. Study also shows that job satisfaction resulted a significantly mediator between organizational commitment and organizational citizenship behavior. Implication for theoretic, organizational commitment and job satisfaction are the antecedent of OCB, and for practical, job satisfaction is a major factor that should be concerned by community assistant facilitators. Study also limited on analyzed the two majors of job attitudes as a determinant of OCB within in the nongovernment organization, so in future research may analyze the other such as job involvement, perceived organizational support, etc., and also in another profession*

Keywords: organizational commitment, job satisfaction, organizational citizenship behavior

1. Introduction

Organization Citizenship Behavior (OCB) is defined as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988). Recently, organizational commitment and job satisfaction (Najafi, et al., 2011; Zayas-Ortiz, et al., 2014; Lin and Chang, 2015; Shafazawana, et al., 2016) has become a main focus for the academicians as a determinant variable of organizational citizenship behavior. Robins and Judge (2013) stated that these two variables is the major component of job attitudes. Job satisfaction is a positive feeling about one’s job resulting from an evaluation of its characteristics; and organizational commitment is the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization (Robins and Judge, 2013).

Shafazawana, et al. (2016) in their study found that both job satisfaction and organizational commitment are significantly affected organizational citizenship behavior of teachers. In addition, Najafi, et al. (2011) investigated the correlation between organizational commitments, job satisfaction, and OCB found that organizational commitment and job satisfaction are directly effected on organizational citizenship behavior. Lin and Chang (2015) in their study revealed that organizational commitment has affected significant on organizational citizenship behaviors of nurses, and job satisfaction is acted as a moderation variable on organizational commitment and organizational citizenship behaviors. In contrast, Lee and Allen (2002) found that intrinsic satisfaction is not positively related to OCBI. Chen et al. (1998) stated OCB and job satisfaction is not correlated between the two variables.

Husain and Husain (2016) found job attitudes had correlated on OCB of community assistant facilitator. However, Allameh (2011) conducted to examine the relationship between organizational commitment and organizational citizenship behavior in all employees of Mazandaran Regional Water Organization Iran. This study found organizational commitment was not affecting OCB. These finding illustrated the different of determinant variable on OCB in various sectors. Thus, job satisfaction has a strategic role on organizational commitment and organizational citizenship behavior.

2. Literature Review

2.1. Organizational commitment and Job satisfaction

According to Bateman and Strasser (1984) organizational commitment has an effect on job satisfaction, which in turn will affect the turnover intention. Irving, Coleman and Cooper (1997) found that job satisfaction was positively related to affective and normative commitment (with a stronger relation between satisfaction and affective commitment), but not with continuance commitment. Meyer and Allen’s (1997) commitment model provides a theoretical framework for the investigation of the relationship between job satisfaction and organizational commitment – it indicated a positive relationship between overall job satisfaction and organizational commitment. Mowday et al. (1982) found that commitment and job satisfaction are significantly related to one another with the basic proposition that job satisfaction is an antecedent of organizational commitment since commitment takes longer to form and only occurs after one is satisfied with one’s job. Farkas and Tetrick (1989) suggested that the two variables may be either cyclically or reciprocally related to each other. According to Steers’ (1977) study, job satisfaction influences commitment. Meanwhile, Bateman and Strasse

(1984) demonstrated that commitment is the antecedent of job satisfaction. Therefore, the following hypothesis is proposed

Hypothesis 1: Organizational commitment significantly affects on job satisfaction of community assistant facilitators.

2.2. Organizational commitment and organizational citizenship behavior

Meyer and Allen (1991) and Davenport (1999) pointed out that organizational commitment is established when the employee and the organization develop a greater interest on maintaining their working relationship. Previous studies has shown that employees who feel emotionally attached to their organization shows more citizenship behaviour (Meyer, Stanley, Herscovitch, and Topolnytsky, 2002). This relationship is particularly evident in the case of affective commitment (Meyer and Allen, 1997). Meyer and Allen (1991) defined affective commitment as ‘the employee’s emotional attachment to, identification with, and involvement in the organization’.

Shafazawana, et al. (2016) found organizational commitment has correlated significant on to organizational citizenship behavior. It means that the higher level of organizational commitment exhibit more OCB. This findings consistent with Becker (1992) who support for a significant relationship between commitment and OCB. Truckenbrodt (2000) suggests that a significant relationship exists between the quality of the supervisor-subordinate relationship and subordinates’ commitment and altruistic organizational citizenship behaviour. Employees are more likely to offer extra-role behaviour when they are satisfied with their jobs or committed to their organizations (Bolino et al., 2002). Therefore, the following hypothesis is proposed:

Hypothesis 2: Organizational commitment significantly affects to the organizational citizenship behavior of community assistant facilitators.

2.3. Job satisfaction and organizational citizenship behavior

Golbasi et al., (2008) defined job satisfaction as an emotional reaction and behavioural expression to a job that results from individual assessment of his or her work achievement, office environment and work life. According to Locke (1969), job satisfaction is defined as “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values.” Shafazawana, et al. (2016) found job satisfaction has correlated significant on to organizational citizenship behavior. It means that the higher level of job satisfaction exhibit more OCB. It consistent with Bateman and Organ (1983), individuals with higher levels of job satisfaction exhibit more of the pro-social, OCB.

Najafi, et al. (2011) also found job satisfaction has affected significant on OCB. Ahmad (2006) has concluded that four job attitudes, namely, organisational commitment, job satisfaction, procedural justice and distributive justice have a

positive and direct impact on academicians’ citizenship behaviours. Othman (2002) found that job satisfaction was correlated to OCB. In contrary, Chen et al. (1998) assessed the relationship between OCB and job satisfaction and found that OCB and job satisfaction is not correlated between the two variables. Randall, Cropanzano, Bormann, and Birjulin (1999) also did not find any association between intrinsic job satisfaction and OCBI or OCBO. The various gap result of research previously interested to propose a hypothesis that:

Hypothesis 3: Job satisfaction significantly affects to the organizational citizenship behavior of community assistant facilitators.

Hypothesis 4: Job satisfaction mediated significant on relationship between organizational commitment and OCB of community assistant facilitators.

Thus, conceptual framework in this study can be seen in the following Figure.

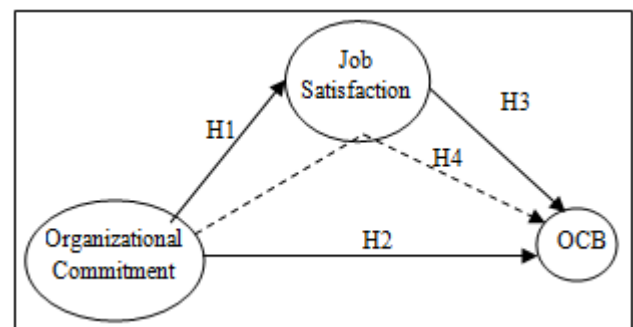


Figure 1: Conceptual Framework

3. Methodology

3.1 Samples

The samples for the present study were consists of 100 facilitators from selected 62 facilitators of Urban Poverty Alleviation Program, and 38facilitators of Foundation for Development of Rural Potential in Indonesia. The data were collected during the period of January 2016–March 2016 using a questionnaire and by personally visiting the organizations.

3.2. Measures

Standardized instruments were used for collecting the data. There were two indicators for measuring job attitude (JA) developed Teh and Sun (2012); Husain and Husain (2016). They organizational commitment which measured in five items developed by Allen and Meyer (1990), and job satisfaction which measured in six items developed by Weiss et al. (1967). Organizational citizenship behavior (OCB) is measured based on five main indicators developed Organ (1988). They are altruism, civic virtue conscientiousness, courtesy sportsmanship. The employee responded on a 5-point Likert scale (1 means strongly disagree, 5 means strongly agree). Construct validity is measured with *product moment (pearson)* that should be in value minimum of $r \geq 0.3$ (Arikunto, 2008). Reliability test is

analyzed with *Cronbach's Alpha* > 0,6 (Arikunto, 2008). Using $\alpha=5\%$, validity and reliability test is processed by SPSS 22 and results show that all construct is valid and reliable

4. Results

4.1. Descriptive variable

Statistic descriptive was used to describe the variable in generally. The strength of each indicator should confirm the lambda value in range of ≥ 0.40 (Ferdinand, 2005). Referring on *performance importance analysis* (PIA) (Mulin dan Betsy, 1987) which consist of four quadran, in quadrant fourth should be concentrated here. Thus, it can be explain that life disrupted when leaving a job and difficulties to leave his/her work were the main factors of organizational commitment; achievement to work, giving a fix job, and work manner giving a fix job were the main factors of job satisfaction; and civic virtue, contentiousness, and sportsmanship were the main factors of knowledge sharing behavior.

4.2. Hypotheses testing

To test the hypotheses was performed through structural equation modeling (SEM) processed by AMOS 22. The test results of Structural Equation Model (SEM) can be seen in **Table 2**.

Table 2: Standardized Regression Weights

Effect	Variable	JS	OCB
Directly	OC	0.63**(s)	-0.06 (ns)
	JS		0.72**(s)
Mediation	JS		0.43**(s)

Note: ** Significant at $\alpha < 0.05$

JS : Job Satisfaction

OC : Organizational Commitment

OCB : Organizational citizenship behavior

The model is being feasible if at least one method of testing the feasibility of the model is fulfilled because in practice it is very difficult to meet the fifth test feasibility. However, when feasibility test model can meet more than one eligibility criterion, SEM will be better than only one (Widarjono, 2010). The model showed that the value of Chi-square was in small, CFI was in 0.97, TLI was in 0.96, and RMSEA was in 0.04. It was stated by Hair et al. (1995) that the value of CFI and TLI ≥ 0.95 and RMSEA ≤ 0.08 were within the expected range of values that could be accepted. Therefore, it could be accepted even thought the value of GFI and AGFI were not within the expected value.

5. Discussion & Conclusion

Study found that organizational commitment has a positive significant effect on job satisfaction. Therefore, hypothesis (H1) is accepted. It means that the improvement of facilitators' organizational commitment will develop job satisfaction. This finding is supported by Meyer and Allen, 1997; Mowday et al., 1982; Farkas and Tetrick, 1989; Steers, 1977; and Bateman and Strasse, 1984. Living

disrupted when they leave for their job and the difficulties to leave his/her job are the main factors of Job satisfaction.

Study also found that organizational commitment have a negative insignificant effect on organizational citizenship behavior. Therefore, Hypothesis (H2) is rejected. It means that the improvement of facilitators' organizational commitment will not develop OCB. It is not consistent with Najafi, et al., 2011; Zayas-Ortiz, et al., 2014; Lin and Chang, 2015; and Shafazawana, et al., 2016, but supported by Allameh (2011) and Teh and Sun (2012). Living disrupted when they leave for their job and the difficulties to leave his/her job are not the factor of organizational commitment to effect the individual OCB.

In addition, Job satisfaction has a positive significant effect on OCB. Therefore, hypothesis (H3) is accepted. It means that the improvement of facilitators' job satisfaction will develop OCB. This finding is supported by Najafi, et al., 2011; Zayas-Ortiz, et al., 2014; Lin and Chang, 2015; and Shafazawana, et al., 2016. Job achievement and a fixed job had given a satisfaction for their self, so encourage acting in OCB. Civic virtue and sportsmanship are the main factor of OCB. Finally, study finds also that job satisfaction has a positive significant effect in mediating the relationship between organizational commitment and OCB. Therefore, hypothesis (H4) is accepted. It means that the high of job satisfaction level, organizational commitment will more mediate on OCB. We can also conclude that job satisfaction is a full mediator for organizational commitment on OCB as drawn as following figure 1.

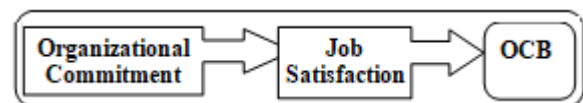


Figure 1: Community Facilitators 'OCB Model

Source: found by authors, 2016

6. Limitations and Future Research

This research only limited on two determinants variable of OCB which there was another such as job involvement variable, so in future research may investigate it. Samples of this study are facilitators that work in NGO, therefore for future research may investigate in another profession such as in government or private sector. Data in this research is cross sectional so that in future research may investigate using longitudinal data to test the model of OCB.

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