

THE EFFECT OF ORGANIZATIONAL COMMITMENTS AND WORK INVOLVEMENTS ON JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB) (Case Study on PT Batulicin Enam Sembilan)

Lisda Septian Noor
Hastin Umi Anisa
Rini Rahmawati

ABSTRACT

This study aims to determine and analyze the effect of organizational commitment (X1) and job involvement (X2) on job satisfaction (Z) and organizational citizenship behavior (OCB) (Y). This research method uses questionnaires distributed to 66 employees who work at PT Batulicin Enam Sembilan. The measurement of this study uses a Likert scale with a weight scale from 1 to 5. The data analysis technique used is Partial Least Square (PLS). The results concluded that (i) organizational commitment (X1) had no effect on organizational citizenship behavior (Y), (ii) work involvement (X2) had a significant effect on organizational citizenship behavior (Y), (iii) organizational commitment (X1) had no effect on job satisfaction (Z), (iv) work involvement had significant effect on job satisfaction, (v) job satisfaction (Z) had a significant effect on organizational citizenship behavior (Y).

Keywords: Organizational Commitment, Job Engagement, Organizational Citizenship Behavior (OCB), Job Satisfaction.

INTRODUCTION

Employees are one of the more important resources and can be used in an organization, an organization that can be used for all projects that have the same goals. Organizations are very necessary to pay attention to employee behavior at work. When employees do something from what they do at work, and also work with the aim to support the effectiveness and survival of the organization, this behavior can be called citizenship behavior or better known as Organizational Citizenship Behavior (OCB).

Organizational Citizenship Behavior (OCB) is an individual behavior that is voluntary, not directly recognized directly by the formal reward system, and overall increases the effectiveness of organizational functions. By "voluntary" it is intended that behavior does not require forced job descriptions, namely the conditions of working with a detailed company. The work is more personal, and if not done without punishment, Organ (1988) in (Kaswan, 2015, p. 280).

Observations and initial interviews conducted by researchers to employees to reveal the phenomena that occur. Based on the observations of researchers there is a concern, for example there are still employees who talk non-essential (gossiping or talking outside of work), more active on social media, doing activities outside of work, often going out in work hours. And from the results of interviews, employees said that they often find their coworkers who seem indifferent or unconcerned to the work of other coworkers despite being in one area of work with him. Their coworkers prefer to do their jobs instead of helping other employees' work. In addition, employees feel that they are being treated unfairly by their colleagues, especially if they have to do work on a team basis. For example, a team consists of five employees, but only 3-4 employees do the work of the team, while the work of the team is a shared responsibility. Another thing is that there is competition between employees, such as competition to win a position or to reach a certain position in an unhealthy manner.

Furthermore, based on data obtained from HRD stated that there are still many employees who arrive late, do not enter work without clear information, and are late in entering the office. for the past six months there have been a large number of employees who did not work. Employees should work optimally in order to be able to help companies improve their performance. Examples of citizenship behavior as above if not considered can be a trigger that can lead to ineffectiveness in the company.

The research gap that underlies this research is from empirical evidence that supports the influence of job satisfaction on OCB, including research (Sani, 2013) concludes that job satisfaction does not have a positive effect on organizational citizenship behavior. Likewise with research (Darto, Setyadi, Riadi, & Hariyadi, 2015) shows that the variable job satisfaction does not have a positive and significant effect on organizational citizenship behavior (OCB). Whereas other studies show a positive and significant relationship between job satisfaction with organizational citizenship behavior (OCB) as research conducted by (Prasetio, Yuniarsih, & Ahman, 2017). From some of the results of the study it can be seen that there are still gaps in research results shown by one study with another, so this is what underlies the research gap in this study.

This study will discuss "the influence of organizational commitment and work involvement on job satisfaction and organizational citizenship behavior" (OCB). Based on the description, this study entitled, "The Effect of Organizational Commitment and Work Involvement on Job Satisfaction and Organizational Citizenship Behavior (OCB)." (Case Study on PT Batulicin Enam Sembilan).

Based on the background of the above problems, the objectives of this research are: (1) To find out and analyze the influence of organizational commitment on employee organizational citizenship behavior (OCB) at PT Batulicin Enam Sembilan. (2) To find out and analyze the influence of work involvement on Organizational Citizenship Behavior (OCB) of employees at PT Batulicin Enam Sembilan. (3) To find out and analyze the influence of organizational commitment on employee job satisfaction at PT Batulicin Enam Sembilan. (4) To find out and analyze the effect of work involvement on employee job satisfaction at PT Batulicin Enam Sembilan. (5) To find out and analyze the effect of job satisfaction on Organizational Citizenship Behavior (OCB) of PT Batulicin Enam Sembilan employees.

Based on the background of the above problems, the objectives of this study are: (1) To find out and analyze the influence of organizational commitment on Organizational Citizenship Behavior (OCB), (2) To find out and analyze the influence of work involvement on employees' Organizational Citizenship Behavior (OCB), (3) To find out and analyze the influence of organizational commitment on employee job satisfaction, (4) To find out and analyze the influence of work involvement on employee job satisfaction, (5) To find out and analyze the influence of job satisfaction on the Organizational Citizenship Behavior (OCB) of PT Batulicin Enam Sembilan employees.

This study was prepared with the intention of being able to be useful and contribute: (1) The results of this study are expected to provide input to the PT Batulicin Enam Sembilan company in carrying out the right strategy to foster employees' Organizational Citizenship Behavior (OCB). (2) The results of this study are expected to complement the material of subsequent research, especially those relating to organizational commitment variables, work involvement, job satisfaction, and Organizational Citizenship Behavior (OCB) in order to increase progress in science so that it is useful for academic interests, especially in the field of Management Human Resources.

LITERATURE REVIEW

Organizational Commitment

Robbins & Judge (2008, p. 100) defines organizational commitment as a situation in which an employee sides with a particular organization and its goals and desires to maintain membership in the organization. Whereas according to Luthans (2006, p. 259) organizational commitment is defined as (1) a strong desire to remain as a member of a particular organization; (2) there is a desire to try hard according to the wishes of the organization; and (3) certain beliefs, and acceptance of organizational values and goals.

Allen & Meyer (1990) formulated the definition of organizational commitment as an emotional feeling of employees to stay afloat in an organization. Mathis and Jackson (2000) in (Sopiah, 2008) provide definitions, "Organizational Commitment is the degree to which employees believe in and accept organizational goals and desires to remain with the organization". (Organizational Commitment is the extent to which employees believe and accept the goals and desires of the organization to remain in the organization). Furthermore, it can be concluded that organizational commitment is the desire of someone to stay in an organization with their own desires without any coercion from the organization.

In this study, the author uses indicators of organizational commitment cited from Allen & Meyer (1990), namely affective commitment, affective commitment, normative commitment. Furthermore, this indicator will be developed again to become question items and used in a questionnaire to measure organizational commitment at PT Batulicin Enam Sembilan.

Work Engagement

Work involvement (job involvement) that measures the level at which people identify psychologically with their work and considers their performance to be valued as important to self-worth Robbins & Judge (2016). Whereas according to Kreitner & Kinicki (2014, p. 168) job involvement is defined as the degree to which a person is cognitively involved with being tied in and related to the work he is currently living. This work attitude shows itself through the level at which employees focus on their work assignments. Kaswan (2015, p. 155) defines work involvement or employee involvement to mean mental and emotional involvement rather than just employee muscle activity, ie a person's overall involvement is not just his skill. This principle assumes that people will be more motivated towards goals that they both set and people will have greater interest in decisions and problem solving where they are involved.

Based on these definitions, it can be concluded that job involvement is a level where a person is personally involved with his work role and actively participates in it to consider that performance is important for self value.

In this study, the author uses the indicators of work involvement cited from Robbins & Judge (2008), namely the feeling of siding with a job, the activity of a person in his job, an important job for self-esteem. Furthermore, this indicator will be further developed to become question items and used in a questionnaire to measure work involvement in PT Batulicin Enam Sembilan.

Job satisfaction

Robbins & Judge (2016, p. 46) defines job satisfaction as a positive feeling about work, which results from an evaluation of its characteristics. A person with a high level of job satisfaction has a positive feeling about his job, while someone with a low level has a negative feeling. Job satisfaction according to Kreitner & Kinicki (2014, p. 169) is an affective or emotional response to various aspects of one's work. Furthermore, job satisfaction is a feeling that an individual feels enough or more than enough with the results he has obtained and feels he has the welfare.

Job satisfaction is useful in increasing motivation, reducing feelings of stress, increasing organizational commitment, and others. For that employee job satisfaction needs to be improved. The following things might increase job satisfaction (Kaswan, 2015, p. 111): (1) Making work enjoyable. (2) Have a fair salary, allowances and promotion opportunities. (3) Adjusting employees with work that is in line with their interests and expertise.

In this study, the author uses the indicators of work involvement cited from Robbins & Judge (2008), namely the feeling of siding with a job, the activity of a person in his job, an important job for self-esteem. Furthermore, this indicator will be further developed to become question items and used in a questionnaire to measure work involvement in PT Batulicin Enam Sembilan.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is a behavior of freedom to determine that is not part of the formal requirements of work but contributes to the psychological and social environment in the workplace (Robbins & Judge, 2016, pp. 46-47). (Luthans, 2006, p. 251) defines Organizational Citizenship Behavior (OCB) as the behavior of individuals who are free to choose, not directly or explicitly regulated by the formal reward system, and in stages promote effective organizational functions.

Kreitner & Kinicki (2014, p. 173) define Organizational Citizenship Behavior (OCB) as a series of employee behaviors that exceed job role requirements, among others: attitude as a constructive statement about the department, disclosure of personal interest in the work of others, suggestions for improvement, training of new employees, respect for the spirit and writing of building maintenance rules, caring for company property, as well as time and attendance provisions above standards or levels that can be implemented.

From some of the definitions above, it can be concluded that Organizational Citizenship Behavior (OCB) is a series of employee behavior that is full of freedom to do work outside its formal work with the aim of developing the effectiveness of organizational functions.

In this study, the authors used the Organizational Citizenship Behavior (OCB) dimension proposed by (Podsakoff, Mackenzie, Paine, & Bachrach, 2000) as an indicator to measure Organizational Citizenship Behavior (OCB). This indicator consists of 7 items namely Helping behavior, Sportmanship, Organizational loyalty, Organizational compliance, Individual initiative, Civic virtue and Self-development. This dimension was chosen as an indicator to measure Organizational Citizenship Behavior (OCB) because this dimension is more complete in describing the dimensions of Organizational Citizenship Behavior (OCB).

Effect of Organizational Commitment to Organizational Citizenship Behavior (OCB)

Saxena & Saxena (2015) show that there is a significant impact of organizational commitment and organizational citizenship behavior (OCB). (Sani, 2013) shows that organizational commitment has a positive effect on organizational citizenship behavior (OCB). Research conducted by (Harwiki, 2013) also said that Organizational Commitment significantly affected OCB. (Ulndag, Khan, & Guden, 2011) revealed that organizational commitment has a positive effect on OCB.

Effect of Work Involvement on Organizational Citizenship Behavior (OCB)

Saxena & Saxena (2015) say that there is a significant impact of work involvement on OCB. Research conducted by (Ueda, 2012) shows that affective and behavioral involvement has a positive positive effect on evaluating several dimensions of OCB. (Dimitriades, 2007) also shows that job involvement and service climate affect OCB.

Effect of Organizational Commitment to Job Satisfaction

R.T. Mowday in Luthans (2007) in (Hartono & Setiawan, 2013) employees with high organizational commitment can lead to more job satisfaction, better job satisfaction when in an organization the workers have high organizational commitment in the organization, so they can cooperate well and comfortably. (Luthans, 2006) Job satisfaction and organizational commitment are clearly related to Organizational Citizenship Behavior (OCB). However, more important for Organizational Citizenship Behavior (OCB) is that employees must feel that they are treated fairly, that procedures and outcomes are fair. (Syauta, Troena, Setiawan, & Solimun, 2012) said that organizational commitment has a significant effect on employee performance directly or indirectly through job satisfaction. According to (Markovits, Davis, & Dick, 2007) said affective organizational commitment was found to have the most influence on the level of intrinsic and extrinsic job satisfaction. (Adekola, 2012) shows that organizational commitment has proven to be a catalyst to increase employee job satisfaction. (Hartono & Setiawan, 2013) states organizational commitment has a positive effect on employee job satisfaction, and from the results of the study it is known that these variables have a partial effect.

Effect of Work Involvement on Job Satisfaction

Khan & Nemati (2011) show that work involvement has a significant impact on the satisfaction of medical doctors at the Riphah University International Teaching Hospital. Research conducted by (Adham, 2014) shows a strong correlation between the two types of direct employee involvement (EI-autonomy and EI decisions) with job satisfaction.

Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB)

Robbins & Judge (2008, p. 113-114) says that it is logical to assume that job satisfaction should be the main determining factor of an organizational citizenship behavior (OCB) of an employee. Satisfied employees seem to tend to speak positively about the organization, help other individuals, and pass normal expectations in their work. Initial discussions about OCB thought that this was very much related to satisfaction. (Kaswan, 2015, p. 290) states that job satisfaction is consistently identified as one of the strongest predictors of OCB. (Ulndag, Khan, & Guden, 2011) revealed that job satisfaction has a positive effect on OCB.

Research that reveals that there is a relationship between job satisfaction and Organizational Citizenship Behavior (OCB) is research conducted by (Darto, Setyadi, Riadi, & Hariyadi, 2015) showing that job satisfaction variables do not have a positive and significant effect on OCB (Organizational Citizenship Behavior). While research (Sani, 2013) shows that job satisfaction does not have a positive effect on OCB (Organizational Citizenship Behavior).

RESEARCH HYPOTHESIS

Research Models:

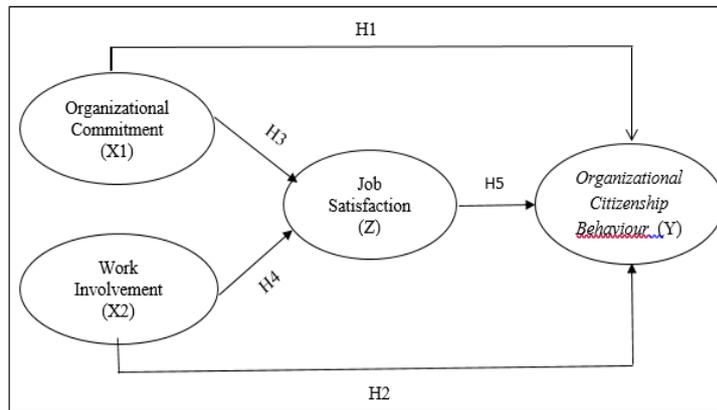


Figure. Research Model

Source of Hypothesis:

1. Prasetio, et al (2017), Sani (2013), Saxena & Saxena (2015), Harwiki, (2013), Ulndag, et al (2011).
H1: Organizational Commitment to Organizational Citizenship Behavior (OCB) in PT Batulicin Enam Sembilan.
2. Saxena & Saxena (2015), Ueda (2012), Dimitriades (2007).
H2: Work involvement has an effect on Organizational Citizenship Behavior (OCB) on PT Batulicin Enam Sembilan.
3. Luthans (2006), Syauta, et al (2012), Markovits, et al (2007), Adekola (2012), Hartono & Setiawan (2013).
H3: Organizational Commitment influences Job Satisfaction at PT Batulicin Enam Sembilan.
4. Khan & Nemati (2011), Adham (2014).
H4: Involvement of work affects the Job Satisfaction of employees at PT Batulicin Enam Sembilan.
5. Robbins & Judge (2008), Kaswan (2015), Sani (2013), Prasetio, et al (2017), darto, et al (2015), Ulndag, et al (2011).
H5: Job satisfaction affects the Organizational Citizenship Behavior (OCB) of employees at PT Batulicin Enam Sembilan.

Research Hypothesis

Prasetio, et al (2017) say that organizational commitment has a positive influence with OCB. Sani, (2013) said that organizational commitment had a positive impact on OCB. Saxena & Saxena, (2015) say there is a significant effect on organizational commitment and OCB. Research conducted by Harwiki, (2013) also said that Organizational Commitment had an effect on OCB significantly. Ulndag, et al (2011) revealed that organizational commitment has a positive effect on OCB. Based on the previous research above, it produces the following hypothesis:

H1: Alleged Organizational Commitment has an effect on Organizational Citizenship Behavior (OCB) at PT Batulicin Enam Sembilan.

Saxena & Saxena, (2015) say that there is a significant influence on work involvement with OCB. Research Ueda, (2012) shows affective and behavioral involvement has a positive positive effect on the evaluation of several dimensions of OCB. Research conducted by Dimitriades, (2007) also shows that job involvement and service climate affect OCB. Based on the previous research above, it produces the following hypothesis:

H2: Allegedly involvement of work has an effect on Organizational Citizenship Behavior (OCB) at PT Batulicin Enam Sembilan.

Luthans (2006) says that job satisfaction and organizational commitment are clearly related to Organizational Citizenship Behavior (OCB). Research by Syauta, et al (2012) says that organizational commitment has a significant effect on employee performance directly or indirectly through job satisfaction. Markovits, et al (2007) said that affective organizational commitment was found to have the most influence on the level of intrinsic and extrinsic work satisfaction. Adekola, (2012) shows that organizational commitment is proven to be a catalyst for increasing employee job satisfaction. Hartono & Setiawan, (2013) say it is known that organizational commitment has a positive effect on employee job satisfaction, and from the results of these studies it is known that the variable has a partial effect. Based on the previous research above, it produces the hypothesis below:

H3: Alleged Organizational Commitment influences Job Satisfaction at PT Batulicin Enam Sembilan.

Khan & Nemati, (2011) also show that work involvement has a significant impact on satisfaction. Research conducted by Adham, (2014) shows a strong correlation between the two types of direct employee involvement (EI-autonomy and EI decisions) with job satisfaction. Based on the previous research above, it produces the following hypothesis:

H4: It is suspected that work involvement has an effect on employee job satisfaction at PT Batulicin Enam Sembilan.

Robbins & Judge (2008. P. 113-114) says that it is logical to assume that job satisfaction should be the main determinant of an employee's organizational citizenship (OCB) behavior. Kaswan, (2015, p. 290) states that job satisfaction is consistently

identified as one of the strongest predictors of OCB. The research conducted Darto, et al 2015) showed that the variable job satisfaction did not have a positive and significant effect on OCB. (Sani, 2013) shows that job satisfaction does not have a positive effect on OCB. UIndag, et al (2011) revealed that job satisfaction has a positive effect on OCB. Based on the previous research above, it produces the following hypothesis:

H5: Alleged job satisfaction influences employee Organizational Citizenship Behavior (OCB) at PT Batulicin Enam Sembilan.

RESEARCH METHODS

Types of research

This type of research is included in the type of research that is explanatory science can be classified in the type of causality research which is research that wants to find an explanation in the form of a causal relationship between several concepts or several variables or some strategies developed in management and directed to describe there is a cause and effect between some of the situations described in the variable, and on that basis a general conclusion is drawn.

Population and Research Sample

Population is a general area consisting of: objects / objects that have qualities and characteristics determined by researchers to study and then draw conclusions Sugiyono, (2014).

According to (Sugiyono, 2014, p. 122) saturated sampling is a technique of determining samples when all materials are sampled. The total population in this study is that all employees at PT Batulicin Enam Sembilan are associated with 66 employees.

Method of collecting data

1) Primary Data: The primary data source in this study was obtained by giving a questionnaire to employees of the PT Batulicin Enam Sembilan office.

2) Secondary data is data obtained from documents and archives in PT Batulicin Enam Sembilan. Example: General description of the company, number of employees, and employee attendance list.

Research Variables and Operational Definitions

Table
Development of Research Instruments

Variable	Dimension	Indicator	Scale	Source
Organizational Commitment	(<i>affective commitment</i>),	1. Emotional feelings for the organization 2. A strong desire to be involved in the organization	Likert	Allen & Mayer (1990)
	(<i>continuance commitment</i>)	1. Employee self-awareness 2. Value for the current job	Likert	
	(<i>normative commitment</i>),	1. the obligation of employees to fulfill organizational goals 2. Consistent with a job	Likert	
Work Engagement		1. A sense of side with a job 2. The activity of someone in their work 3. Work is important for self-esteem	Likert	Robbuns & Judge (2008)
Job satisfaction		1. The work itself 2. Salary / income 3. Opportunity promotion 4. Supervision 5. Co-workers	Likert	Luthans (2006)
Organizational Citizenship Behavior (OCB)		1. <i>Helping behavior</i> 2. <i>Sportmanship</i> 3. <i>Organizational compliance</i> 4. <i>Organizational loyalty</i> 5. <i>Individual initiative</i> 6. <i>Civic virtue</i> 7. <i>Self development</i>	Likert	Podsakoff, et al (2000)

Source : Data processed, 2018

Data collection technique

The data collection process for this study was conducted using a questionnaire (questionnaire) distributed to employees of PT Batulicin Enam Sembilan as respondents. Questionnaire (questionnaire) is a technique of data collection carried out by giving a set of questions or written statements to the respondent to answer Sugiyono, (2014, p. 199).

Research Instruments

The data collected in this study will be measured using an interval scale called the Likert scale. With a Likert scale, the variables to be measured are translated into indicators of variables and serve as a starting point for compiling instruments that can be statements or questions. The answer to each instrument item using a Likert scale has gradations from very positive to very negative and given a score, the score can be seen as follows:

Tabel 4.2
Skor Item Instrumen

Pernyataan	Skor
Sangat Setuju (SS)	5
Setuju (S)	4
Kurang Setuju (KS)	3
Tidak Setuju (TS)	2
Sangat Tidak Setuju (STS)	1

Sumber: (Sugiyono, 2014)

Validity Test and Reliability of Research Instruments

Validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the question in the questionnaire is able to reveal something that will be measured by the questionnaire: (1) If $r > 0.05$, then the question items from the questionnaire are valid. (2) If $r < 0.05$, the question items from the questionnaire are invalid.

Reliability testing is actually a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if someone's answer to the statement is consistent or stable over time. Measurement of reliability that must be fulfilled is having the following criteria: (1) If the Cronbach Alpha coefficient is > 0.60 , the statement items from the questionnaire are reliable. (2) If the Cronbach Alpha coefficient is < 0.60 , the statement items from the questionnaire are unreliable.

Data analysis method

In this research, the data analysis method used is Partial Least Square (PLS) which is a predictive technique which is an alternative to Ordinary Least Square (OLS) canonical correlation, or modeling of Structural Equation Modeling equations. Data analysis using PLS is done in 3 stages including the outer model, inner model evaluation and hypothesis testing.

Evaluasi Outer Model

Evaluation of the outer model is done to ensure that the measurement used is appropriate to be used as a measurement (valid and reliable).

Table of Validity and Variable Reliability Criteria with Reflective Indicators

Jenis Uji	Kriteria	Nilai yang diharapkan
Validitas Konvergen	<i>Outer Loadings</i>	$> 0,70$
	<i>AVE</i>	$> 0,50$
Validitas Diskriminan	<i>Cross-Loadings</i>	Korelasi antara indikator dengan variabel latennya $>$ korelasi antara indikator dengan variabel laten lainnya.
Reliabilitas	<i>Cronbach's Alpha</i>	$> 0,70$
	<i>Composite Reliability</i>	$> 0,70$

Source: Latan & Ghozali (2012)

Evaluasi Inner Model

Inner model evaluation is done to ensure that structural models are built robustly and accurately. Calculation of R2 values using SmartPLS 3 software, while for Q2 and GoF values are done manually with the following formula:

1) $Q^2 = 1 - (1 - R1^2) (1 - R2^2) \dots (1 - Rp^2)$

Where R12, R22 and Rp2 are R-Squares endogenous variables in the model.

2) $GoF = \sqrt{AVE} \times R^2$

Where AVE is the average AVE and R2 values are the average R-Square endogenous variables.

Table of Inner Model Evaluation Criteria

Criteria	Interpretasi
R ²	A value of 0.75 shows a strong model, 0.50 shows a moderate model and 0.25 shows a weak model.
Q ²	> 0 indicates that the model has predictive relevance and if < 0 indicates that the model lacks predictive relevance.
Gof	The value is 0.10 small category, 0.25 medium category and 0.36 large category

Hypothesis testing

Hypothesis testing is done by using t-statistical value compared to the value of t-value, for a 95 percent confidence level (alpha 0.05), with the condition that if the t-statistic is greater than the value of the t-value then the hypothesis is supported or accepted and vice versa, in this is the t-value used is 1.96.

RESULT

Hypothesis Testing Results

**Table
Results of Hypothesis Testing Output**

	Original Sampel	Sampel Mean	Standar Deviasi	T Statistik	P Value	Information
H1: X1 -> Y	0,090	0,102	0,077	1,169	0,243	rejected
H2: X2 -> Y	0,518	0,505	0,112	4,632	0,000	accepted
H3: X1 -> Z	0,190	0,212	0,120	1,584	0,114	rejected
H4: X2 -> Z	0,454	0,472	0,090	5,051	0,000	accepted
H5: Z -> Y	0,394	0,403	0,101	3,891	0,000	accepted

Source : Data processed, 2018

The effect of organizational commitment on OCB has a path coefficient of 0.090 with a T-statistic of 1.169 <1.96. This data shows that organizational commitment has no significant effect on OCB employees of PT Batulicin Enam Sembilan. This is due to several factors, namely the lack of employee awareness to comply with the rules in the organization, as well as the lack of loyalty and initiative of employees towards the organization. These factors are obtained from the test results of the outer model of the study which are eliminated because the loading value does not meet the standard to significantly influence the variables.

The effect of work involvement on OCB has a path coefficient of 0.518 with a T-statistic of 4.632 > 1.96. This data shows that work involvement has a significant effect on OCB employees of PT Batulicin Enam Sembilan. This is caused by several factors, namely employees have a helping attitude among fellow employees, employees have a sportsmanship attitude, and employees always participate and develop themselves in the organization. These factors are obtained from the results of the outer model research test which is eliminated because the loading value meets the standard to significantly influence the variable.

The effect of organizational commitment on job satisfaction has a path coefficient of 0.190 with a T-statistic of 1.584 <1.96. This data shows that organizational commitment has no significant effect on employee job satisfaction of PT Batulicin Enam Sembilan. This is caused by several factors: employees at PT Batulicin Enam Sembilan feel less liable to fulfill organizational goals and lack a consistent level of employees towards work. These factors are obtained from the test results of the outer model of the study which are eliminated because the loading value does not meet the standard to significantly influence the variables.

The effect of work involvement on job satisfaction has a path coefficient of 0.454 with a T-statistic of 5.051 > 1.96. This data shows that work involvement has a significant effect on employee job satisfaction of PT Batulicin Enam Sembilan. This is because employees feel that work is something that is important to their self-esteem. These factors are obtained from the results of the outer model research test which is eliminated because the loading value meets the standard to significantly influence the variable.

The effect of job satisfaction on OCB has a path coefficient of 0.394 with a T-statistic of 3.891 > 1.96. This data shows that job satisfaction has a significant effect on OCB employees of PT Batulicin Enam Sembilan. This is caused by several factors, namely the work itself, salary / income earned, promotion, supervision of superiors, and colleagues. These factors are obtained from the results of the outer model research test which is eliminated because the loading value meets the standard to significantly influence the variable.

**Table
Output Result of Mediation Hypothesis Testing**

	Original Sampel	Sampel Mean	Standar Deviasi	T Statistik	P Value	Information
X1 -> Z -> Y	0,068	0,063	0,091	0,750	0,454	rejected
X2 -> Z -> Y	-0,056	-0,073	0,083	0,670	0,503	rejected

Source : Data processed, 2018

The estimation results of the influence of organizational commitment on organizational citizenship behavior (OCB) mediated by job satisfaction have a T-statistic <1.96. This is due to organizational commitment does not affect job satisfaction and organizational citizenship behavior (OCB) partially, so that job satisfaction cannot be a mediating variable between organizational commitment to organizational citizenship behavior (OCB). Besides that, the involvement of work towards organizational citizenship behavior (OCB) mediated by job satisfaction also has a T-Statistic value <1.96. This is caused by employees lacking a sense of partiality towards work and lack of employee activity in their work, so that job satisfaction cannot be a mediating variable between work involvement with international citizenship behavior (OCB).

CONCLUSIONS

Based on the description that has been submitted in chapter 5, the results of this study can be summarized as follows:

- 1) Organizational commitment has no effect on Organizational Citizenship Behavior (OCB) of employees at PT Batulicin Enam Sembilan. Thus this means that employees at PT Batulicin Enam Sembilan do not have normative commitment behaviors that show responsibility for the organization so that it does not affect Organizational Citizenship Behavior (OCB).

The results of this study do not support the research conducted by Sani, (2013), Saxena & Saxena, (2015) and Harwiki, (2013) say that Organizational Commitment to OCB is significant.

- 2) Work involvement has an effect on employees' Organizational Citizenship Behavior (OCB) at PT Batulicin Enam Sembilan. Thus this makes employees feel always involved in the work in the company, and employees consider the suggestions and concerns for the company always heard. The results of the study support the research conducted by Saxena & Saxena, (2015) and Dimitriades, (2007) that there is a positive influence between work involvement and Organizational Citizenship Behavior (OCB).
- 3) Organizational commitment does not affect employee job satisfaction at PT Batulicin Enam Sembilan. Thus this result shows that the current condition of employees does not have trust in the company. Meanwhile, organizational commitment is the extent to which employees believe and accept the goals and desires of the organization to remain in the organization and it can be concluded that organizational commitment is a person's desire to remain in an organization with their own desires without the coercion of the organization. This result does not support the research conducted by Hartono & setiawan (2013) which states that organizational commitment has a positive effect on employee job satisfaction
- 4) Work involvement has an effect on employee job satisfaction at PT Batulicin Enam Sembilan. Thus the results of this study indicate that the mastery of work fields that are in accordance with the expert field is felt positively by employees, causing satisfaction while working. PT Batulicin Enam Sembilan employees when they feel satisfaction in work will strive for all their capabilities. This study supports the research that has been conducted by Adham, (2014) with the findings of statistical analysis showing a strong correlation between employee involvement directly with job satisfaction.
- 5) Job satisfaction affects the Organizational Citizenship Behavior (OCB) of employees of PT Batulicin Enam Sembilan. Thus the results of this study indicate that employees of PT Batulicin Enam Sembilan get the opportunity to do different jobs from time to time and also complete the work that is a good responsibility so that the existing job satisfaction of employees of PT Batulicin Enam Sembilan is formed then help colleagues in doing work. The study supports the research that has been carried out Darto, et al (2015), Sani, (2013) and also Ulndag, et al (2011) which revealed that job satisfaction has a positive effect on OCB.

SUGGESTION

Based on the results of the above research by looking at the indicators of existing variables, the suggestions that can be submitted are as follows:

- 1) The leadership of PT Batulicin Enam Sembilan is expected to increase employee work involvement in their work. This aims to further improve employee job satisfaction, because employees feel more valued if they are more involved in their work. A person with a high level of job satisfaction has a positive feeling about his job. Therefore the company must be more motivated to its employees, for example by listening to the opinions of employees, leaders can conduct coffee morning sessions or by holding gatherings so that the aspirations of employees can be heard directly, always providing support to employees both morally and materially, complementing facilities that support completion work.
- 2) PT Batulicin Enam Sembilan leaders are expected to increase work engagement so that Organizational Citizenship Behavior can be embedded in the attitudes of all employees of PT Batulicin Enam Sembilan. An employee will feel proud if they are able to complete the work given and they will help each other complete the work in order to realize the company's vision and mission. In addition, by providing opportunities for company members, especially employees, to develop ideas in solving problems in work, by assuming that employees are no longer assets but partners, whose aspirations need to be respected.
- 3) The leadership of PT Batulicin Enam Sembilan is expected to increase employee job satisfaction which is one of the main factors that must be considered by PT Batulicin Enam Sembilan. Because these factors have a great influence in implementing Organizational Citizenship Behavior behavior. One of them is expected to be more transparent in the management of giving bonuses or benefits, this causes employees to feel satisfied. In addition, the company can also provide opportunities for promotion in an open manner so that employees are more motivated to improve the quality of work.
- 4) Subsequent research is expected to be able to conduct analysis with the same factors considering that there are still various limitations in this study, for example by increasing the number of samples and entering more variables into the research model.

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Lisda Septian Noor
Magister of Management Program, Post Graduate School
Lambung Mangkurat University, Banjarmasin, South Kalimantan - Indonesia
Email: Lisdaseptia@gmail.com

Hastin Umi Anisa
Magister of Management Program, Post Graduate School
Lambung Mangkurat University, Banjarmasin, South Kalimantan - Indonesia
Email: humianisah@unlam.ac.id

Rini Rahmawati
Magister of Management Program, Post Graduate School
Lambung Mangkurat University, Banjarmasin, South Kalimantan - Indonesia
Email: irienrahmawati@gmail.com