

THE EFFECT OF JOB SATISFACTION, PERSONALITY AND JOB MOTIVATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR MEDIATED BY ORGANIZATIONAL COMMITMENT

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ABSTRACT

This study aimed to analyze the role of the effect of job satisfaction, personality and job motivation on organizational citizenship behavior. Analyzing the role of the effect of job satisfaction, personality, and job motivation on organizational commitment. Analyzing the role of organizational commitment on organizational citizenship behavior. Analyzing the role of organizational commitment in mediating the effect of job satisfaction on organizational citizenship behavior. Analyzing the role of organizational commitment in mediating the effect of personality on organizational citizenship behavior and analyzing the role of organizational commitment in mediating the effect of job motivation on organizational citizenship behavior. The research data used primary data through survey. In this study, the population were all employees of private universities in the city of Surakarta. The number of samples was 345 employees taken by purposive sampling with the following criteria: (1) Minimum working period was 3 years (2) The positions were the academic section of students and alumni, finance, IT, PDDIKTI and administration (3) A private university located in the city of Surakarta. Data analyzed used Structural Equation Model-Partial Least Square (SEM-PLS). The results showed that partially, job satisfaction, personality and job motivation positively affection organizational commitment. Job satisfaction, job motivation and organizational commitment didn't affect Organizational Citizenship Behavior. Personality has a positive effect on Organizational Citizenship Behavior. Organizational commitment cannot mediate the effect of Job Satisfaction on Organizational Citizenship Behavior. Organizational commitment cannot mediate the influence of personality on Organizational Citizenship Behavior. Organizational commitment cannot mediate the influence of job motivation on Organizational Citizenship Behavior. It is recommended for further researchers to conduct research in other state universities and private universities outside the city of Surakarta.

Keywords: Job Satisfaction, Personality, Job Motivation, Organizational Citizenship Behavior

INTRODUCTION

In an organization, human resources have a crucial role as the effectiveness and success of an organization heavily depends on the quality and performance of its human resources. OCB (Organizational Citizenship Behavior) refers to the actions of individuals or employees who do things on a voluntary basis and outside the scope of their official duties, but provide benefits to the organization without expecting rewards. (Organ in Napitupulu, 2018). Factors that affect Organizational Citizenship Behavior (OCB) are job satisfaction, which is seen to be the main determinant of OCB, positive organizational environment, personality and mood, organizational commitment and perceptions of organizational support.

The emergence of OCB can illustrate the high performance in the organization because OCB is a behavior that is beyond expectation. The emergence of OCB, though still uncommon, is advantageous for companies, particularly for private universities in Surakarta City. This certainly has an impact on the maintenance and improvement of performance in higher education, especially for administrative staff (employees). With the presence of OCB, the administration and service roles of educational staff at private universities in Surakarta city have a possibility to improve because OCB educational staff do not only work according to their formal responsibilities, even more than that, they are willing to take on tasks that fall outside their formal responsibilities, which is unquestionably beneficial for their survival and existence in the longterm.

The researcher prefers this study to be within private universities, particularly in Surakarta, where good private universities are certainly influenced by a variety of factors, including human resources (lecturers and educational staff), students, facilities and infrastructure, management information systems, research results, community service outcomes, finance, process of management, etc. Of the various factors that affect the quality, this research is focused on HR, in this case, the OCB of employees. According to (Chhabra & Mohanty, 2014) and (Karuna & Aruna, 2021), job satisfaction and OCB have a positive relationship with the mediating effect of organizational commitment. (Farooq et al, 2019) and (Kholisah & Apriono, 2020) conclude that there is a positive relationship between personality and OCB with the mediating effect of organizational commitment. (Handayani et al., 2022) and (Wulandari et al., 2017) stated that there is a positive relationship between work motivation and OCB with the mediating effect of organizational commitment.

According to (Herminingsih, n.d.2012), OCB is unaffected by job satisfaction. (Alwi, 2020) stated that personality has no relationship with OCB. Furthermore, (Sambung, 2014) stated that organizational commitment has no influence on Organizational Citizenship Behavior (OCB).

Previous phenomena and research prompted the researcher to use employees as the research subject. Employees in this study are defined as members of the community who identify as educational staff and are appointed to support the implementation of education, such as the Academic Affairs of Students and Alumni, Higher Education Database (PDDIKTI) Academic, Finance,

IT, and Administration. This interpretation is made in accordance with Law No. 20 of 2014 Article 1 Chapter 1 (General Provisions).

RESEARCH METHOD

The present study was performed using descriptive analysis method. The data for this research was primary data obtained through a survey. The population was all private tertiary educational staff in Surakarta City. Using a purposive sampling, 345 individuals were selected as samples based on the following criteria : (1) Minimum working period of 3 years (2) Position as the academic affairs of students and alumni, finance, IT, Higher Education Database (PDDIKTI), and administration (3) Private university situated in the city of Surakarta. The data was collected using questionnaire. The data was analyzed using Structural Equation Model-Partial Least Square (SEM-PLS).

RESULTS OF DATA ANALYSIS

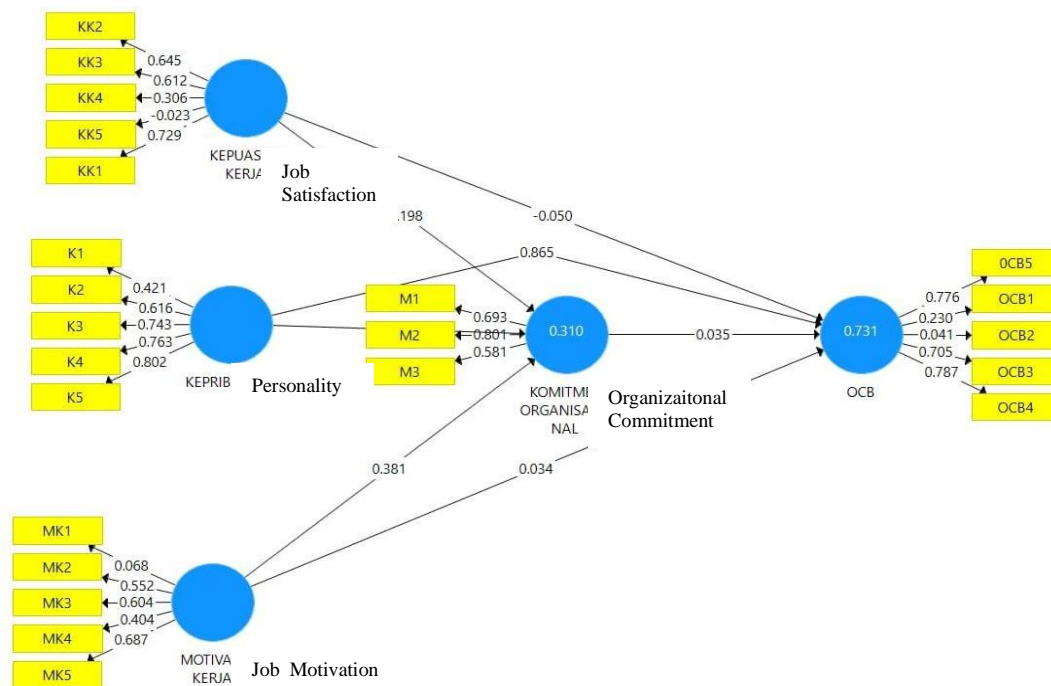
The following are the stages of the initial analysis using Smart-PLS:

MEASURING THE VALUE OF THE OUTER MODEL

a. CONSTRUCTION VALIDITY TEST

In this study, in order to obtain a good or fit CFA model, up to three stages or iterations were conducted. The following is the first iteration or stage, where based on the picture it can be seen that there is still a loading factor (LF) value below < 0.5.

Figure 2 : The results of data processing with pls_algorithm of cycle 1



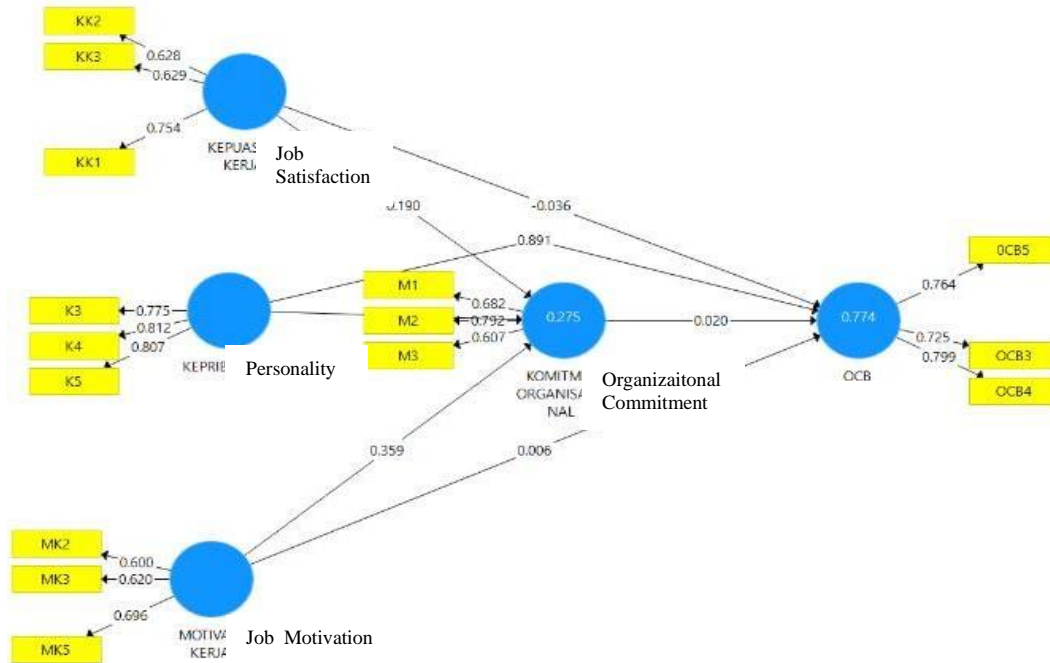
The correlation between item scores and variable scores is used to evaluate the validity of reflective indicators. If other indicators in the same variable change or are removed from the model (dropped), reflected indicator measurements show a change in the indicator in the variable.

There is a loading factor value below the required value, namely the Job Satisfaction indicator or abbreviated (JS), for JS1 (0,729), JS2 (0,645), JS3 (0,612), JS4 (0,306), JS5 (0,023). Next is the Personality indicator or abbreviated (P), for P1 (0,421), P2 (0,616), P3 (0,743), P4 (0,763), P5 (0,8020). Then the Job Motivation indicator is abbreviated (JM), for JM1 (0,068) , JM2 (0,604), JM3 (0,604), JM4 (0,404) and JM5 (0,687). Furthermore, the Organizational Commitment indicator is abbreviated (M), for M1 (0,693), M2 (0,801) and M3 (0,581). While the values of Citizenship Behavior, abbreviated (OCB), were OCB1 (0,230), OCB2 (0,041) and OCB3 (0,705), OCB4 (0,787) and OCB5 (0,776).

The value of loading factor (LF) whose value is less than 0,6, such as OCB1 (0,230), OCB2 (0,041), P1 (0,421), JS4 (0,306), JS5 (0,023), WM1 (0,068), WM3 (0,404) gave a value below 0,6, meaning that the statement item was omitted in order for the value to be valid.

After being removed, the following values were obtained (cycle 2).

Figure 3 : The results of data processing with pls_algorithm of cycle 2



Validity testing of reflective indicators used the correlation between item scores and variable scores. Measurements with reflective indicators show a change in an indicator of a variable if other indicators in the same variable change or are removed from the model (dropped).

A loading factor value below the required value is present, in particular, the Job Satisfaction indicator or abbreviated (JS), for JS1 (0,754), JS2 (0,628), JS3 (0,629). Next is the Personality indicator or abbreviated (P), where P3 (0,775), P4 (0,812), P5 (0,807). Furthermore is the indicator of Job Motivation or abbreviated (JM), where JM2 (0,6), JM3 (0,620) and JM5 (0,696). Furthermore, the Organizational Commitment indicator is abbreviated (M), for M1 (0,682), M2 (0,792) and M3 (0,607). In addition, for the Organizational Citizenship Behavior indicator or abbreviated (OCB), the values were OCB3 (0,725), OCB4 (0,799) and OCB5 (0,764). The loading factor (LF) value gave a value above the recommended value, which was > 0.6. Based on these results, it can be said that the indicators used in this study are valid or have met convergent validity.

b. RELIABILITY TEST

The results of the reliability test for all variables studied are presented in the output table as follows:

Table 1 : Model fit reliability test (pls output)

No.	Variable	Average Extracted (AVE)	Variance	Composite Reliability	Cronbach Alpha
1	Job Satisfaction	0,453		0,711	0,404
2	Personality	0,637		0,840	0,715
3	Job Motivation	0,410		0,675	0,290
4	Organizational Commitment	0,487		0,738	0,474
5	OCB	0,583		0,807	0,640

Source : Data processed by PLS, 2022

The reliability of each construct was tested using the Composite Reliability test, where the results were very good since the value for each construct was above 0,60. Additionally, it is evident from the Cronbach alpha values above and below 0,70. Furthermore, the value of Average Variance Extracted (AVE) has a value above 0,50. As for the job satisfaction variable, the AVE value was 0,453 and Alpha was 0,404. This indicates that the variable is not reliable. This is because the author did not remove questions that may be ambiguous, causing multi-perceptions for respondents and did not replace respondents in this study. However, the reliability value was reliable. The personality variable was indicated as reliable. While the job motivation variable, based on composite reliability, was reliable, in opposition to the AVE and Cronbach alpha which were not reliable. The Organizational Commitment variable was indicated as reliable. The personality variable also indicated results as reliable. While

the work motivation variable was reliable based on composite reliability, but the AVE and Cronbach alpha were not reliable. In contrary to that, the OCB variable showed AVE value as not reliable, while CR and CA were reliable.

2. MEASURING THE CLASSICAL ASSUMPTION TEST WITH MULTICOLLINEARITY

The results of the multicollinearity test are presented as follows:

Table 2 : Multicollinearity test

Personality	Job Satisfaction	Organizational Commitment	Job Motivation
1,408	1,551	1,379	1,294

Source : Data processed by PLS, 2022

According to the table, there is no multicollinearity disorder because the statistical collinearity (VIF) value of each variable is less than 10 (Ghozali, 2019). The VIF value of job satisfaction is 1,551, personality is 1,408, job motivation is 1,294, and organizational commitment is 1,379.

3. MEASURING THE VALUE OF THE INNER MODEL AND STRUCTURAL MODEL

The following is the value of R Square based on the output of SmartPLS.

Table 3 : Coefficient of Determination

	R Square	Adjusted R Square
Organizational Commitment	0,275	0,268
OCB	0,774	0,771

Source : Data processed by PLS, 2022

Based on Table 3, Organizational Commitment (M) variable has an R-square value of 0,268, which means that the variability of Organizational Commitment (M) that can be explained by the constructs/variables of Job Satisfaction, Personality and Job Motivation is 0,268 or 26,8. %. The OCB variable (Y) has an R-square value of 0,771, which indicates that 77,1% of the variance in the OCB (Y) can be explained by the constructs/variables of Job Satisfaction, Personality, Job Motivation, and Organizational Commitment, with the remaining 22,9% being impacted by external factors. Testing on the R-Square can be interpreted that the higher the R-square value, the greater the ability of the independent variable to explain the dependent variable, which improves the influence that is given.

4. DATA ANALYSIS

It is known that the value of df is = 343 with a significance level of 0,05 (one-tailed) or 0,10 (two-tailed), and the t-table value is 1,650. The statistical t table can be seen in the appendix.

Table 4 : The results of the evaluation of the coefficients of the structural model fit (standardized)

No	Path	t-value	P-value	Summary
1.	Job Satisfaction→Organizational Commitment	2,860	0,004	Significant
2.	Personality→Organizational Commitment	2,325	0,020	Significant
3.	Job Motivation→Organizational Commitment	6,365	0,000	Significant
4.	Organizational Commitment→OCB	0,541	0,588	Not Significant
5.	Job Satisfaction→OCB	1,096	0,274	Not Significant
6.	Personality→OCB	26,737	0,000	Significant
7.	Job Motivation→OCB	0,233	0,816	Not Significant

Source : Data processed by PLS, 2022

Based on the table above, the research hypotheses that have been proposed in the previous chapter were tested. Tests were carried out on 4 research hypotheses. Testing of all hypotheses proposed in this study are as follows:

Job satisfaction has a positive effect on organizational commitment.

The first hypothesis stated that job satisfaction has a positive effect on organizational commitment, which is proven to be true. Research by Puspitawati (2014), which claimed that job satisfaction influences organizational commitment positively, supports this as well. People who are relatively satisfied with their jobs are more likely to be committed to the organization, and those who are committed to the organization are more likely to experience higher satisfaction.

Personality has a positive effect on organizational commitment.

It is established that the second hypothesis, according to which personality influences organizational commitment positively, is accurate. It is also supported by research by Korankye (2021), who found that openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism is positively correlated to organizational commitment.

Job motivation has a positive effect on organizational commitment.

The third hypothesis, which stated that job motivation has a positive effect on organizational commitment, is proven true. This is in accordance to research by Jumaria Sirait (2016) which stated that there is a positive relationship between job motivation and organizational commitment. The existence of organizational commitment in a person will lead to motivation to work as well as possible in an organization as an effort to realize common goals and the consequences that this commitment can be realized.

Job satisfaction has a positive effect on Organizational Citizenship Behavior.

The fourth hypothesis, which stated that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior, is not proven true. This is supported by Thessa's research (2018) which revealed that job satisfaction has no effect on Organizational Citizenship Behavior.

Personality has a positive effect on Organizational Citizenship Behavior.

The fifth hypothesis, according to which personality influences organizational citizenship behavior favorably, is validated. This is supported by research conducted by Shah (2018), who found a connection between personality characteristics such as neuroticism, friendliness and openness that has a positive influence on OCB. When compared to employees with other personality factors, those with specific personality traits frequently have higher levels of OCB. Individual behavior will therefore depend on the tendencies of individual personality and be influenced by the OCB behavior that the employee will develop.

Job motivation has a positive effect on Organizational Citizenship Behavior.

The sixth hypothesis which stated that job motivation has a positive effect on Organizational Citizenship Behavior is not proven true. The average element of motivation among private university employees has not been fulfilled properly, such as unsystematic promotions, or the provision of incentives that are still far from expectations. Whereas motivation is closely related to Organizational Citizenship Behavior.

Organizational Commitment has a positive effect on Organizational Citizenship Behavior.

The seventh hypothesis, which stated that organizational commitment has a positive effect on Organizational Citizenship Behavior, is not proven true. This is supported by research by Soltan Tadir (2020), which discovered that organizational commitment does not have a positive effect on Organizational Citizenship Behavior. Therefore, it can be understood that if organizational commitment increases it does not affect the increase in Organizational Citizenship Behavior of employees of private universities in Surakarta. Regarding the mediating variable, the following values can be obtained for the eighth, ninth, and tenth hypotheses:

Table 5 : Mediation test results

No	Path	t-value	P-value	Summary
1.	Personality → Organizational Commitment → OCB	0,478	0,633	Not Significant
2.	Job Satisfaction → Organizational Commitment → OCB	0,497	0,619	Not Significant
3.	Job Motivation → Organizational Commitment → OCB	0,535	0,593	Not Significant

Source : Data processed by PLS, 2022

Job satisfaction affects organizational citizenship behavior through organizational commitment

The eighth hypothesis, according to which organizational citizenship behavior is influenced by job satisfaction through organizational commitment, has not been proven to be true. Because job satisfaction can have a direct impact on organizational citizenship behavior, organizational commitment as a mediating variable of job satisfaction on organizational citizenship behavior is not relevant in this study.

Personality affects organizational citizenship behavior through organizational commitment

The ninth hypothesis which stated that personality affects organizational citizenship behavior through organizational commitment is not proven true. In this study, personality as a mediating variable of job satisfaction on organizational citizenship behavior is not relevant as personality can have a direct effect on organizational citizenship behavior. Furthermore, organizational commitment mediates the influence of personality on organizational citizenship behavior.

Job motivation affects organizational citizenship behavior through organizational commitment

The tenth hypothesis which stated that job motivation affects organizational citizenship behavior through organizational commitment is not proven true. In this case, organizational commitment as a mediating variable of job motivation and organizational citizenship behavior is irrelevant, because job motivation directly affects OCB. This is a result of a number of issues, including the necessity of meeting work commitments, but also the failure to provide adequate compensation, incentives, and other forms of employee motivation.

CONCLUSION

Partially, job satisfaction, personality and job motivation positively affect organizational commitment. Job satisfaction, job motivation and organizational commitment didn't affect Organizational Citizenship Behavior. Personality has a positive effect on Organizational Citizenship Behavior. Organizational commitment cannot mediate the effect of job satisfaction on Organizational Citizenship Behavior. Organizational commitment cannot mediate the influence of personality on Organizational Citizenship Behavior. Organizational commitment cannot mediate the influence of job motivation on Organizational Citizenship Behavior.

LIMITATIONS OF THE RESEARCH

This study only examined the variables of job satisfaction, personality and job motivation as independent variables, where organizational commitment as a mediating variable, and Organizational Citizenship Behavior as the dependent variable.

RECOMMENDATIONS

1. For private universities

- a. Private Universities are expected to pay more attention to the elements of employee job motivation, such as salaries, incentives, rewards in order to improve performance, thus, encouraging Organizational Citizenship Behavior.
- b. Private universities should be able to recognize job satisfaction and organizational commitment to their employees because job satisfaction and organizational commitment are two factors that can affect the level of organizational citizenship behavior of employees.
- c. Organizational Citizenship Behavior of employees must continue to be improved and maximized, considering the many benefits that can be taken from the Organizational Citizenship Behavior of these employees for educational institutions to optimize the goals of higher education.

2. For further researchers

- d. It is expected to develop more research variables, in order to discover what variables are most suitable to be mediating variables
- e. Develop more research objects, not only employees, but also permanent lecturers or non-permanent lecturers
- f. It is recommended for the following researcher to conduct research at State Universities and Private Universities outside of Surakarta City.

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