

THE ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN ENHANCING JOB SATISFACTION AND EMPLOYEE PERFORMANCE

(Case Study of Soekarno-Hatta Airport Bonded Logistics Center Area)

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Abstract

Human resources are essential for the performance of a logistics company, as they help achieve the vision and mission influenced by Organizational Citizenship Behavior (OCB) and job satisfaction. OCB is the behavior of an employee that goes beyond the tasks specified in their job description. The five dimensions of OCB are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Job satisfaction is the positive emotional state of a person that results from the accomplishment of work, work environment, and work life. This study aims to examine the impact of OCB and job satisfaction on employee performance. The study participants were 417 employees in the Bonded Logistics Center area of Soekarno-Hatta Airport. The sampling technique used is stratified random sampling. The data analysis uses structural equation model. The data processing uses Partial Least Square (PLS). The study results indicate that OCB has a significant positive impact on both job satisfaction and employee performance. The higher the job satisfaction, the higher the employee performance. Job satisfaction partially mediates the relationship between OCB and employee performance.

Keywords: Organizational Citizenship Behavior, Job Satisfaction, Employee Performance

INTRODUCTION

The performance of employees, who are vital assets for an organization, depends on how they execute their tasks. Fauth, et al. (2009) argue that the success of an organization relies on the contributions of its employees' ideas, innovation, and creativity. Employee performance can be measured by the quality of work, persistence, attendance, collaboration with peers, safety awareness, accountability for work outcomes, and creativity. The organization's success and sustainability are largely influenced by the employees' willingness to not only perform their main tasks but also strive to be good employees within the organization (Mark'oczy & Xin, 2004).

In the last 30 years, there has been a growing interest among academics and practitioners to explore the concept of Organizational Citizenship Behavior (OCB), especially in the field of organizational behavior (Takeuchi, et al. 2015). Organizational behavior literature suggests that OCB is a useful managerial tool for organizations, having a positive impact on individual, group, and organizational performance if handled properly (Chiaburu, et al. 2011). Organ, et al. (2006) define OCB as the employees' readiness to assume roles that go beyond their primary role in an organization, also known as extra-role behavior.

The performance of the main tasks and the extra tasks of the members of an organization determines its success. Such extra tasks include cooperating, helping each other, giving feedback, being proactive, providing extra service, and using their working time efficiently (Robbins &

Judge, 2013). In addition, Turnipseed & Rassuli (2005) stated that OCB is an additional behavior of an individual that is advantageous to the organization. OCB is also a distinctive aspect of an individual's work activities (Hui et al. 2000) and is a voluntary habit or behavior that is not part of formal work and is not directly rewarded. Therefore, OCB is known to enhance the effectiveness, efficiency, and performance of an organization (Podsakoff, et al. 2000).

According to Organ (2015), OCB has five dimensions: (1) Altruism is the behavior of helping coworkers who are facing challenges related to the operational tasks of the organization without coercion; (2) Conscientiousness is behavior that exceeds the minimum expectations of the company, such as arriving early, maximizing working time; (3) Sportsmanship is positive behavior towards the organization, by being tolerant or not complaining or demanding against unfavorable conditions in the organization; (4) Courtesy is behavior that maintains good relations with fellow colleagues to prevent conflict and interpersonal problems; and (5) Civic Virtue is behavior that demonstrates involvement and responsibility for the sustainability of the organization.

Job satisfaction is another factor that influences the success of an organization and is worth studying, because employees who are happy with their jobs will be more productive, while employees who are unhappy with their jobs tend to perform poorly and do not give their best. Golbasi, et al. (2008) defined job satisfaction as an emotional response and behavioral manifestation of a person towards a job that is the outcome of an appraisal related to work achievement, work environment, and work life. Robbins & Judge (2013) stated that satisfied employees are more likely to talk positively about the organization, support each other, and their performance is more optimal. Moreover, Weiss & Merlo (2015) claim that job satisfaction is the outcome of a positive or negative judgment of a person's job or job situation.

Based on the above explanation, this study aims to explore the relationship between OCB, job satisfaction, and employee performance in the Bonded Logistics Center area of Soekarno-Hatta Airport.

LITERATURE REVIEW

OCB with Job Satisfaction

OCB is an employee behavior that goes beyond the requirements of their job, while job satisfaction is a positive emotional state that results from the appraisal of a job or a person's work experience (Kaswan, 2012). This is supported by Belo et al. (2014), Nurbahar (2015), Pratama & Sriathi (2015), and Weiss & Merlo (2015) who assert that OCB is crucial for the success and sustainability of an organization, so OCB needs to be promoted and enhanced.

Therefore, it can be stated that job satisfaction is an employee's view of their job, so one person's job satisfaction will vary from another's. Job satisfaction can be explained with many indicators, such as salary adequacy, work facilities, relationships with peers, opportunities for employees to progress, supervision by leaders, and the job itself.

Research conducted by Cohen & Vigoda (2000) and Todd (2003) shows that OCB is an important variable for job satisfaction. Based on the findings of previous studies, it can be concluded that OCB has a positive impact on Job Satisfaction, which is then referred to as H₁.

OCB with Employee Performance

The performance of employees according to their job description (in-role behavior) is not the only factor that affects the success of an industry, but also the performance of employees beyond their job description (extra-role behavior). OCB is an individual behavior that is voluntary and not directly rewarded by the formal reward system, and overall enhances the effectiveness of organizational functions (Organ & Lingl, 1995).

Hui et al. (2000) discovered that organizations that motivate employees to perform tasks or jobs that go beyond the job description, have shown to have advantages over other companies. Therefore, many companies aspire to have employees with OCB. Purba & Seniati (2004) claim that the benefit of OCB is that it can enhance work productivity. This claim is corroborated by Podsakoff, et al. (2000) who suggest that OCB can influence organizational performance.

Studies conducted by Chien (2003), Alhamda & Sanusi (2006), and Bachrach, et al. (2006) indicate that there is a significant positive correlation between OCB and employee performance, so it can be deduced that OCB has a positive effect on Employee Performance, which is also known as H₂.

Job Satisfaction with Employee Performance

Employee performance is the result of work, in terms of quality and quantity, achieved by a person, in accordance with the duties assigned to them. Sutanto & Patty (2014) describe it as attendance level, ability to meet targets, and timeliness in completing tasks. Hariandja (2008) defines it as employee behavior that is appropriate to their role or job. Gu & Chi Sen Siu (2009) argue that employee performance is influenced by job satisfaction. Todd (2003) proposes that OCB should affect organizational effectiveness by creating a social framework in the work environment. This is corroborated by the findings of research by Gu & Chi Sen Siu (2009) which indicate that employee performance is influenced by job satisfaction. Research conducted by Zoghbi-Manrique-de-Lara (2011) provides new insight on how to improve employee performance, stating that increasing OCB will improve employee performance, especially if job satisfaction increases, it will significantly contribute to improving employee performance.

Based on the above description, it can be deduced that Job Satisfaction has a positive impact on Employee Performance, which is then referred to as H₃ and H₄ is Job Satisfaction mediates the relationship between OCB and Employee Performance.

METHOD

The study was carried out in the Bonded Logistics Center area of Soekarno-Hatta Airport. The study population is permanent employees with a minimum work experience of 3 years, totaling 417 employees, with a minimum education of high school or equivalent. The sampling technique used is stratified random sampling. The number of respondents was determined using the theory of Gay & Diehl (1992), which is 20% of the population, so the number of respondents is 83 people, with details shown in Table 1.

The study model used is variance-based structural modeling. Data analysis uses Partial Least Square (PLS).

Table 1. Research Respondents

No.	Department	Employees	Samples
1	Production Planing Inventory Control	88	17
2	Warehouse	136	27
3	Quality, Health, Safety, and Environment	9	2
4	Finance, Accounting, & Tax	46	9
5	Human Resoruces & General Affairs	55	11
6	Sales & Marketing	83	17
Total		417	83

Source: Angkasa Pura Kargo, 2023.

The variables used in this study are OCB (X₁), Job Satisfaction (Y₁), and Employee Performance (Y₂). The instrument used in the study is a structured questionnaire, with a measurement scale of 1-5 (strongly disagree to strongly agree). The OCB indicator adopts from the research of Ristianita (2013) and Darto (2014). Job satisfaction indicators refer to the research of Belo, et al. (2014), Nurbahar (2015), and Pratama & Sriathi (2015). Furthermore, the Employee Performance indicator adopts the research of Sutanto and Patty (2014).

RESULT AND DISCUSSION

The analysis encompasses data reliability, loading factor assessment, and hypothesis testing. Data reliability testing utilizes Cronbach's alpha with a guideline threshold of > 0.6, conducted using SPSS 17. The outcomes of data reliability testing reveal Cronbach's alpha values for the variables OCB, job satisfaction, and employee performance, which are 0.742, 0.729, and 0.679, respectively. These values indicate that the questionnaire can yield consistent measurement results. Evaluation of the Goodness of Fit measurement model (outer model) involves assessing convergent validity, discriminant validity, and composite reliability. The measurement results demonstrate that all constructs in the measurement model have satisfied the criteria for discriminant validity (loading factor > cross loading) and have composite reliability values > 0.6. To summarize, the assessment of the measurement model is presented in Table 2 and Table 3.

The evaluation of the formative measurement model uses outer weight and multicollinearity. Ningsi (2012) states that a formative indicator is said to be valid if it has a weight value > 0.1. Trujillo (2009) states that an indicator is said to be valid if the VIF value < 5. The test results show that the outer weight value for each indicator is > 0.1 and the VIF for each indicator < 5, so the indicators in the OCB construct have met the requirements and are considered valid (see Table 3). So, OCB should be modeled using a formative measurement model because it is considered a multidimensional construct composed of various observable indicators or behaviors that collectively define the concept. In a formative measurement model, the indicators or items are assumed to cause or form the construct, meaning changes in the indicators lead to changes in the construct.

However, exogenous variables are typically modeled using a reflective measurement model. This is because reflective constructs are characterized by the assumption that the indicators are caused by the latent variable, meaning changes in the latent variable lead to changes in the indicators. In the case of exogenous variables, we are typically interested in understanding how variations in the exogenous variable influence other variables in the model, rather than being influenced by them.

Therefore, in the output of the Partial Least Squares (PLS) analysis, the arrows should point towards the OCB variable, indicating that the indicators or items are forming the OCB construct. This is because OCB is the construct of interest in this context, and the indicators are contributing to its formation.

The evaluation of the Goodness of Fit structural model (inner model) uses the coefficient of determination (R^2) for the dependent construct. The higher the R^2 value, the better the prediction model from the developed research model. Figure 1 shows the results of the structural model analysis. The R-square value can be determined by the Q^2 predictive relevance value as follows:

$$Q_2 = 1 - (1 - R_1^2) (1 - R_2^2)$$

$$Q_2 = 1 - (1 - 0,49) (1 - 0,42) = 0,704$$

The calculation results obtained a Q-square (Q^2) value of 0.704, this indicates that the constructs used in the study have good predictive relevance and are feasible to use in the study. According to Antara, et al. (2013) the Q^2 value is in the range of 0 to 1, the closer to 1, the better the model formed.

Table 2. Results of Reliability Testing of Reflective Variable Data

Construct	Loading Factor	Cronbach Alpha	Composite Reliability
1. Job Satisfaction (Y_1)		0,729	0,782
a. Work Facilities	0,674		
b. Supervision by superiors	0,649		
c. Relationships with coworkers	0,519		
d. Promotion	0,616		
e. Salary	0,557		
f. The job itself	0,648		
2. Employee Performance (Y_2)		0,679	0,612
a. Attendance rate	0,501		
b. Able to meet targets	0,688		
c. Completion of work (on time)	0,567		

Table 3. Results of Reliability Testing of Formative Variable Data

Construct	Outer Weight	VIF
OCB (X_1)		
a. Altruism	0,264	1,475
b. Courtesy	0,294	1,658
c. Sportmanship	0,301	1,558

Construct	Outer Weight	VIF
d. Civic virtue	0,362	1,234
e. Conscientiousness	0,200	1,372

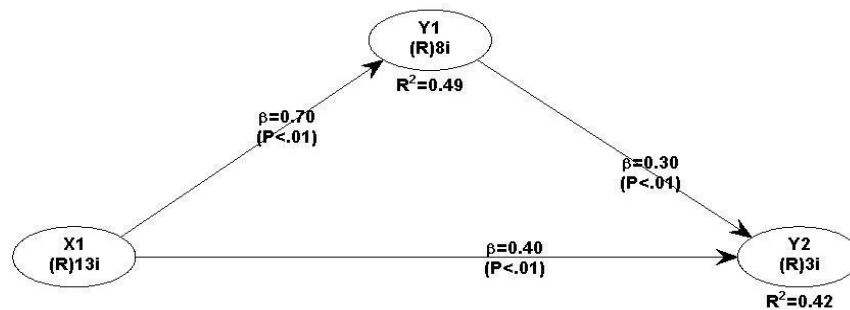


Figure 1. Structural Model Analysis Results

Table 4. Results of Direct Influence Hypothesis Testing

Hypothesis	Relationship between Variables	Path Coefficient	p-value	Remarks
H ₁	X ₁ → Y ₁	0,700	< 0,01	Significant
H ₂	X ₁ → Y ₂	0,400	< 0,01	Significant
H ₃	Y ₁ → Y ₂	0,300	< 0,01	Significant

Table 5. Results of Indirect Influence Hypothesis Testing

Hypothesis	Relationship between Variables	Path Coefficient	Total Influence	Remarks
H ₄	X ₁ → Y ₁ → Y ₂	X ₁ → Y ₁ = 0,700 Y ₁ → Y ₂ = 0,300	< 0,520	Significant

The summary of the hypothesis testing results can be seen in Table 4, Table 5, and Figure 1. Table 4 shows that Organizational Citizenship Behavior (OCB, X₁) has a positive effect on job satisfaction (Y₁). This is indicated by a path coefficient value of 0.700 and a p-value < 0.01, thus H₁ is accepted. The coefficient of determination (R₁²) shows 0.49, meaning that 49% of the variance in job satisfaction is explained by OCB. The next test, H₂, shows that OCB (X₁) has a positive effect on employee performance (Y₂), as indicated by a path coefficient value of 0.40 and a p-value < 0.01, thus H₂ is accepted. Then, job satisfaction (Y₁) has a positive effect on employee performance (Y₂), with a path coefficient value of 0.30 and a p-value < 0.01, thus H₃ is accepted. The coefficient of determination (R₂²) is 0.42, indicating that 42% of the variance in employee performance is explained by OCB and job satisfaction

The mediating effect of job satisfaction on the relationship between OCB and employee performance states that H₄ is accepted with a total path coefficient value of 0.520, which is higher

than the path coefficient value of the relationship between OCB (X_1) and employee performance (Y_2) of 0.400. Thus, job satisfaction partially mediates the relationship between OCB and employee performance.

Discussion

The hypothesis testing results in Table 4 indicate that OCB has a significant impact on job satisfaction. The OCB behavior demonstrated by employees in the Soekarno-Hatta Airport Bonded Logistics Center area consists of behaviors such as altruism, avoiding problems with coworkers (courtesy), readiness to tolerate (sportsmanship), concern for the continuity of the organization (civic virtue), and behavior beyond the minimum expectations (conscientiousness) which will enhance employee job satisfaction. Employees of the Soekarno-Hatta Airport Bonded Logistics Center area do work beyond their job description (OCB) for the benefit of the employees themselves and employee commitment to the company. This is consistent with the view of Price & Mueller (1981) who stated that job satisfaction has an indirect effect on employee turnover. The findings of this study are consistent with the research conducted by Itiola, et al. (2014) on academic staff of Osun State in Nigeria showing that 89.6% of job satisfaction is affected by the OCB variable.

The hypothesis testing results in Table 4 show that OCB has a significant positive impact on employee performance. This indicates that the better the OCB behavior, the employees will demonstrate their best performance. Employees of the Soekarno-Hatta Airport Bonded Logistics Center area have an awareness to do work beyond their job description for the sake of enhancing production and company performance where the quality of the work is not enough just to do work according to their responsibilities, but they voluntarily do extra roles as one form of employee commitment to the company. The findings of this study are consistent with previous research conducted by Tehran, et al. (2013) which states that dimensions of OCB can enhance employee performance, including altruism, sportsmanship, and civic virtue. Previous research that corroborates these findings include those conducted by Podsakoff, et al. (2000) and Alhamda & Sanusi (2006) which state that OCB affects employee performance, so the presence of this behavior results in smoother social interaction of organization members, reduces conflicts, and increases efficiency.

The text in Table 3 demonstrates that employee performance is positively influenced by job satisfaction. Employees will feel secure and happy at work if the company designs jobs that match their abilities, provides supportive and motivating leaders, offers fair opportunities for career growth, fosters good coworker relationships, and ensures comfortable work facilities and adequate salaries. This will motivate employees to work at their full potential and deliver the best results. This shows that high job satisfaction leads to high employee performance. This finding is consistent with Indrawati's (2013) study that employee performance is affected by job satisfaction factors such as leader behavior, coworker relations, reward systems, career systems, and work environment. This finding also confirms the study of Baskoro, et al. (2013) that employee performance increases with job satisfaction.

Table 4 shows the results of statistical tests that confirm that job satisfaction partially mediates the relationship between OCB and employee performance (see Table 4). This implies that employee performance will improve if OCB behavior is enhanced along with job satisfaction. These results are supported by the studies of Zoghbi-Manrique-de-Lara (2011) and Asiedu, et al.

(2014) that state that OCB makes employees feel satisfied and perform better. Therefore, the empirical evidence in this study is that OCB plays a key role in job satisfaction and employee performance improvement. The mediating effect of job satisfaction is also verified in this study.

CONCLUSION

The text states that the OCB of employees in the Soekarno-Hatta Airport Bonded Logistics Center area has a positive impact on job satisfaction and employee performance, meaning that the more satisfied the employees are, the better they perform. OCB not only enhances job satisfaction, but also boosts employee performance as job satisfaction increases. Therefore, to achieve high performance, the company should foster OCB behavior among its employees, which is behavior that goes beyond their prescribed duties in the job description and creates a collaborative work system.

One of the factors that impacts individual behavior is OCB, which stands for the optional and discretionary actions of employees that are not officially rewarded by the organization but help its efficiency and well-being. According to individual behavior theory, OCB can be enhanced by affecting the following factors: (1) Emotional intelligence. This is the skill to sense, comprehend, and manage one's own and others' emotions. Employees with high emotional intelligence tend to perform OCB, because they can sympathize with others, control their emotions, and deal with stress. Managers can boost emotional intelligence by giving feedback, coaching, and training to employees, and by demonstrating emotional intelligence themselves; (2) Personality traits. These are the persistent and lasting features of individuals that shape their behavior. Some personality traits that are positively linked to OCB are conscientiousness, agreeableness, openness to experience, and extraversion. Employees with these traits are more likely to perform OCB, because they are more dependable, cooperative, inventive, and outgoing. Managers can increase personality traits by choosing and hiring employees who have these traits, and by rewarding and acknowledging employees who show these traits; and (3) Motivation. This is the force that motivates individuals to perform certain actions. Employees who are driven to perform OCB are more likely to do so, because they have a strong sense of meaning, commitment, and satisfaction. Managers can increase motivation by giving employees autonomy, feedback, recognition, and chances for growth and development.

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