
Organizational Commitment and Job Satisfaction Towards Organizational Citizenship Behavior (OCB) Employees of PT Anugerah Sekuritas Indonesia

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Abstract

The objectives of this research are: 1) To determine and analyze the influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) of PT Anugerah Sekuritas Indonesia employees. 2) To determine and analyze the influence of Job Satisfaction on Organizational Citizenship Behavior (OCB) of PT Anugerah Sekuritas Indonesia employees. 3) To determine and analyze the influence of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behavior (OCB) of PT Anugerah Sekuritas Indonesia employees. The research method used is a quantitative method. The results of this research show that Organizational Commitment has a significant effect on Organizational Citizenship Behavior, the level of correlation relationship is very strong and is marked by a value of 82% indicating the positive contribution of Organizational Commitment to Organizational Citizenship Behavior and Job Satisfaction has a significant effect on Organizational Citizenship Behavior, the level of correlation relationship is very strong and marked with a value of 80.8% indicating a positive contribution from Job Satisfaction to Organizational Citizenship Behavior and Organizational Commitment and Job Satisfaction simultaneously influence Organizational Citizenship Behavior and marked with a value of 85.7% indicating a positive contribution from Organizational Commitment and Job Satisfaction simultaneous influence on Organizational Citizenship Behavior. This value increases when both variables are analyzed simultaneously (together).

Keyword: Organizational Commitment, Job Satisfaction and Organizational Citizenship Behavior (OCB).

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Abstrak

Tujuan dari penelitian ini adalah: 1) Untuk mengetahui dan menganalisis pengaruh *Organizational Commitment* terhadap *Organizational Citizenship Behavior* (OCB) karyawan PT Anugerah Sekuritas Indonesia. 2) Untuk mengetahui dan menganalisis pengaruh *Job Satisfaction* terhadap *Organizational Citizenship Behavior* (OCB) karyawan PT Anugerah Sekuritas Indonesia. 3) Untuk mengetahui dan menganalisis pengaruh *Organizational Commitment* dan *Job Satisfaction* terhadap *Organizational Citizenship Behavior* (OCB) karyawan PT Anugerah Sekuritas Indonesia. Metode penelitian yang dilakukan adalah metode kuantitatif. Hasil penelitian ini menunjukkan bahwa *Organizational Commitment* berpengaruh signifikan terhadap *Organizational Citizenship Behavior*, tingkat hubungan korelasi yang sangat kuat dan ditandai dengan nilai 82% menunjukkan kontribusi positif dari *Organizational Commitment* terhadap *Organizational Citizenship Behavior* dan *Job Satisfaction* berpengaruh signifikan terhadap *Organizational Citizenship Behavior*, tingkat hubungan korelasi yang sangat kuat dan ditandai dengan nilai 80,8% menunjukkan kontribusi positif dari *Job Satisfaction* terhadap *Organizational Citizenship Behavior* serta *Organizational Commitment* dan *Job Satisfaction* berpengaruh secara simultan terhadap *Organizational Citizenship Behavior* dan ditandai dengan nilai 85,7% menunjukkan kontribusi positif dari *Organizational Commitment* dan *Job Satisfaction* berpengaruh secara simultan terhadap *Organizational Citizenship Behavior*. Nilai ini meningkat ketika kedua variabel dianalisis secara simultan (bersama-sama).

Kata Kunci: *Organizational Commitment*, *Job Satisfaction* dan *Organizational Citizenship Behavior* (OCB).

INTRODUCTION

In the world of companies, employees are an important role for the goals of an organization, in order for the goals of a company to be achieved, cooperation is needed among employees, so that there are no obstacles or difficulties in the process of achieving organizational goals. Organizations want their employees to be willing to carry out tasks that are not listed in their job descriptions, employee behaviour that is carried out voluntarily, sincerely and happily without having to submit to company sanctions, command and control to provide good service (Ukkas & Latif, 2017).

The existence of organizational citizenship behavior (OCB) is very important in increasing

productivity, effective use of resources, improving the quality of human resources and increasing operational efficiency in the company (Aisyah, 2020). One of the steps taken by organizations in an effort to improve organizational citizenship behavior (OCB) is to pay attention to factors such as organizational commitment and job satisfaction (Dewi & Riana, 2019).

PT Anugerah Sekuritas Indonesia is a brokerage company that acts as an intermediary for buying and selling in the capital market or futures trading. Established in 1990, PT Anugerah Sekuritas Indonesia, formerly known as PT Anugerah Securindo Indah (ID), is a Securities Company that continuously develops itself to provide a variety of

financial products for retail, corporate and institutional customers. PT Anugerah Sekuritas Indonesia's comprehensive investment approach and advice uses the hope that it can continue to provide the best quality of service for clients/customers.

Some of the problems that are considered to occur frequently are problems related to the lack of organizational citizenship behavior (OCB) of PT Anugerah Sekuritas Indonesia employees. Among them are the behavior of problems in the work environment caused by factors such as the lack of organizational management in management such as not looking for the root of the problem, not conducting discussions, not being open to criticism or suggestions, not determining the best solution for the common welfare and not conducting evaluations. Meanwhile, the problem reported by employees with low organizational citizenship behavior (OCB) are employees who complain about work problems because the job exceeds the job description, the salary is below the regional minimum wage and the workload also affects the amount of work that must be done, the time to complete the work, and the individual's competence to complete the work.

There is also a problem with the willingness to help colleagues voluntarily, when employees do not apply these points, it will not accelerate the completion of their colleagues' tasks, so that in turn it will not increase the productivity of the colleagues. As well as the lack of tolerance for work situations due to a lack of acceptance of differences (mindset and attitude) and a lack of politeness towards colleagues.

In an effort to increase organizational commitment to the organization, PT Anugerah Sekuritas Indonesia offers gift rewards in the form of gifts or bonuses to employees for achieving good results. In addition, the company's leadership of PT Anugerah Sekuritas Indonesia also always creates motivation to encourage the involvement of every employee.

However, these efforts have also not been maximized considering the desire of employees to leave the organization and their attitude in carrying out their duties. And in order to increase job satisfaction, PT Anugerah Sekuritas Indonesia provides a basic salary higher than the provincial minimum wage. In addition, PT Anugerah Sekuritas Indonesia also provides incentives for employees who work overtime. Employees of PT Anugerah Sekuritas Indonesia also receive social benefits in the form of health insurance and employment insurance. However, these efforts have not brought high job satisfaction. This is the element of implementing OCB behavior for PT Anugerah Sekuritas Indonesia employees.

THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

Organizational Citizenship Behavior (OCB)

According to Najih (2022), OCB presents itself as a liberal or voluntary attitude in helping employees who are experiencing difficulties. Although the OCB is not recognized as an official award system, it helps the organization achieve its goals. A similar opinion was expressed by Vipraprastha, Sudja, and Yuesti (2018) OCB is an act of personal initiative that does not necessarily

take the form of a job description but is carried out voluntarily, without compensation to help achieve the company's goals. According to Adawiyah, Baliartati, and Rafi (2022) OCB is a voluntary behavior, not a forced action, which aims to strengthen the interests of the organization to satisfy employees or contribute to the company.

According to Wahyusaputri (2018), Organizational Citizenship Behavior (OCB) consists of five dimensions, namely:

1. Conscientiousness, It is proof that a person is inherently organized, trustworthy, and hardworking.
2. Altruism, It is an attitude of willingness to help other employees solve problems.
3. Courtesy, It is an attitude that tries to prevent the occurrence of a problem and makes various efforts to prevent the consequences of the problem from getting worse in the future.
4. Sportmanship is a tolerant attitude towards various disturbances that must occur as a result of organizational activities.
5. Civil Virtue is an attitude of participation in corporate politics and supports the administrative functions of the company.

Organizational Commitment

According to Sulistyawati (2018), organizational commitment is a strong desire to be part of a team, strong entrepreneurial abilities towards the organization, and certain beliefs and acceptance of the organization's values and goals. According to Priyandini, Nurwени, and Hartati (2020), organizational commitment is the willingness of certain employees to continue to be members of the

organization.

Organizational commitment affects whether employees remain members of the organization or leave the organization to find other jobs. Meanwhile, according to Kusumaputri (2020), organizational commitment is defined as a force that binds individuals to one or more goals. Where this is related to the relative strength of personal identification and organizational involvement.

According to Allen and Meyer (1990) (in Sulistyawati, 2018) define each of the dimensions and indicators of organizational commitment as follows:

1. Affective Commitment

Emotional attachment to the organization and belief in the organization's values. Indicators of affective commitment:

- (1) employees have a strong desire to have a career in their company,
- (2) employees believe in the values of the organization,
- (3) employees want to serve the organization.

2. Continuance Commitment

A high level of ongoing commitment will persist in the organization, not for emotional reasons but because the individual is aware of the losses he or she will suffer if he leaves the organization.

Indicators of continuous commitment: (1) employees' love for the organization, (2) desire to continue working, (3) willingness to sacrifice personal interests, (4) employee attachment to work, (5) feelings of discomfort when leaving their current job.

3. Normative Commitment

It is a necessity to remain a member of an

organization for moral reasons or ethical reasons. Indicators of normative commitment: (1) loyalty to the organization, (2) happiness at work, (3) pride in working for the organization.

Job Satisfaction

According to Steel et al. (2019) Defining job satisfaction as a positive feeling towards a person's work that results from an evaluation of the nature of the job. The higher the job satisfaction, the more positive the attitude towards work and vice versa. Thus, it can be concluded that job satisfaction is a pleasant emotional feeling for employees that has a positive impact on their work environment. According to Purwanto et al. (2021) Job satisfaction can be interpreted as the difference between what is achieved and what is expected. The smaller the gap between the two, the more it shows that the individual is satisfied with his job. Meanwhile, according to Syaflinursyah and Active (2020), job satisfaction is also a form of employee satisfaction with the way the work is carried out so that it can have a positive impact on the organization.

According to Hasibuan (2019), the dimensions and indicators commonly used to measure job satisfaction are as follows:

1. Salary/Wages

The amount of money received, and salary are considered reasonable. With indicators: (1) the amount of salary/wages received from the company meets the requirements, (2) the company's allowances and bonuses other than the basic salary meet the requirements.

2. Work it self

Opportunities for workers to use and improve

their abilities can be measured by the following indicators: (1) working conditions in the company help workers feel comfortable, (2) companies provide working conditions that encourage workers to use their abilities and skills.

3. Co-Worlers

People who work in this environment can be measured by the following indicators: (1) colleagues can help and support each other at work, (2) colleagues always create a harmonious work atmosphere at the same time.

4. Promotion

Actions to improve their status in the company can be measured through indicators: (1) accepting greater responsibility if the employee is promoted, (2) having opportunities for advancement or opportunities that the company offers to employees.

5. Supervision

People assigned by the company to supervise the employees can be measured by the following indicators: (1) the supervisor provides information and directs to the employee, (2) the supervisor is willing to listen to the employee's complaints and does not impose his will excessively.

RESEARCH METHOD

The type of research used is quantitative research. The population of this study is all employees of PT Anugerah Sekuritas Indonesia totaling 65 people. The 65 samples used in this study were non-probability sampling. The sampling technique used is saturated sampling, which is a

sampling technique in which all members of the population are sampled. In this study, an ordinal scale is used by using the likert scale technique which is used to measure the attitudes, opinions, and perceptions of a person or a group of people about social phenomena, namely through the dissemination of questionnaires with Google Form media and disseminated directly to respondents via Whatsapp.

The data analysis method uses SPSS (Statistical Package for Social Sciences) for windows version 26.0. The data analysis technique uses 1) instrument test: validity and reliability, 2) classical assumption test: normality, multicollinearity, and heteroscedasticity, 3) influence test: correlation coefficient, determination coefficient and multiple linear regression, 4) hypothesis test: partial and simultaneous. This research was carried out at PT Anugerah Sekuritas Indonesia. This research was carried out from September 2023 – January 2024.

RESULT, DISCUSSION, AND MANAGERIAL IMPLICATION

Test Instrument

Validity Test

The validity test in this study was carried out by comparing the value of the calculation with the table. According to Ghozali (2018:53), the questionnaire is declared valid if the value of the calculation $>$ the table. With a value of sig. 0.05 obtained a table value of 0.2441. The Validity Test produces statement items on the three variables studied that have a greater calculation than the table or in other words are declared valid.

Reliability Test

According to Sugiyono (2019), a research instrument can be said to be reliable if the Cronbach's Alpha value is greater than or equal to 0.60. Based on the results of the test of the Organizational Commitment variable resulting in Cronbach's Alpha 0.781 with the number of statement instruments 11, the Job Satisfaction variable produced Cronbach's Alpha 0.781 with the number of statement instruments 10, and the Organizational Citizenship Behavior (OCB) variable produced Cronbach's Alpha 0.777 with the number of statement instruments 10.

From the results of the reliability test, the inference of the instrument from the reliable research variable can be drawn and can be used for research instruments.

Classical Assumption Test

Normality Test

According to Duli (2019:114), normality testing aims to see whether the distributed residual values are normal or not. In this study, the normality test used Kolmogorov-smirnov by comparing the sig. value obtained > 0.05 . From the results of the normality test, a significance value of 0.051 (0.051 > 0.05), it can be concluded that the distribution of data in this study is distributed normally.

Multicollinearity Test

According to Sekaran and Boogie (2016:316), the multicollinearity test was shown to test whether a correlation between independent variables was found in the regression model. The Multicollinearity Test in the study by looking at the

Tolerance and VIF values of each independent variable, if the Tolerance value > 0.10 and the VIF value < 10 , then the data is free from multicollinearity symptoms. Based on the multicollinearity test, it is known that the variables Organizational Commitment and Job Satisfaction have tolerance values of $0.188 > 0.10$ and VIF values of $5.330 < 10$. Therefore, the results of the calculation of Tolerance and VIF values can be concluded that there is no symptom of multicollinearity between independent variables in the regression model.

Heteroscedasticity Test

According to Ghozali (2018:138), the heteroscedasticity test is a test that aims to check whether the regression model has unequal variance between the residual of an observation and a different observation. The heteroscedasticity test in this study was carried out using the gleijser method, with decision-making, namely the sig. value of each variable in this study > 0.05 . Based on the results of the heteroscedasticity test with the gleijser method, it can be seen that the sig value of the Organizational Commitment variable $0.283 > 0.05$ and the Job Satisfaction variable $0.713 > 0.05$, it can be concluded that there are no heteroscedasticity symptoms in the regression

model.

Discussion

The Influence of Organizational Commitment and Job Satisfaction on the Organizational Citizenship Behavior (OCB) of PT Anugerah Sekuritas Indonesia Employees.

1. Based on Table 1 of the determination coefficient (R²), it is known that the value of the determination coefficient is 85.7%, This shows that the positive contribution of *Organizational Commitment* and *Job Satisfaction* has a simultaneous effect on *Organizational Citizenship Behavior* of 85.7% and the remaining 14.3% is influenced by other factors that are not studied in this study.
2. Based on Table 2, it is known that the constant value is 3,930, the regression coefficient value of the Organizational Commitment variable is 0.457 and the Job Satisfaction is 0.419. The result forms a regression equation, namely: $OCB = 3.930 + 0.457 OC + 0.419 JS + e$.
3. Based on Table 3, the influence of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behavior was obtained with a calculated value of 185,431 ($185,431 > 3,140$)

Tabel 1. Determination Coefficient

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.926 ^a	0,857	0,852	3,70869

a. Predictors: (Constant), Job Satisfaction (JS), Organizational Commitment (OC)

b. Dependent Variable: Organizational Citizenship Behavior (OCB)

Table 2. Result of Multiple Regression

Model		Coefficients ^a			t	Sig.
			Standardized Coefficients Beta			
1	(Constant)	3,930	1,786		2,201	0,031
	Organizational Commitment (OC)	0,457	0,100	0,509	4,583	0,000
	Job Satisfaction (JS)	0,419	0,105	0,441	3,971	0,000

a. Dependent Variable: ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

Table 3. ANOVA Table

Model		ANOVA ^a			F	Sig.
		Sum of Squares	df	Mean Square		
1	Regression	5100,981	2	2550,490	185,431	.000 ^b
	Residual	852,773	62	13,754		
	Total	5953,754	64			

a. Dependent Variable: Organizational Citizenship Behavior (OCB)

b. Predictors: (Constant), Job Satisfaction (JS), Organizational Commitment (OC)

with a sig value of 0.000 ($0.000 < 0.05$). Therefore, it can be concluded that H3 is accepted or there is an influence between Organizational Commitment and Job Satisfaction together (simultaneously) on Organizational Citizenship Behavior.

CONCLUSION, SUGGESTION, AND LIMITATIONS

1. *Organizational Commitment* has a significant effect on *Organizational Citizenship Behavior*, the level of correlation is very strong and characterized by a value of 82% showing the positive contribution of *Organizational Commitment* to *Organizational Citizenship Behavior*.

2. *Job Satisfaction* has a significant effect on *Organizational Citizenship Behavior*, the

level of correlation is very strong and is characterized by a value of 80.8%, showing a positive contribution of *Job Satisfaction* to *Organizational Citizenship Behavior*.

3. *Organizational Commitment* and *Job Satisfaction* have a simultaneous effect on *Organizational Citizenship Behavior* and are characterized by a value of 85.7%, showing a positive contribution of *Organizational Commitment* and *Job Satisfaction* having a simultaneous effect on *Organizational Citizenship Behavior*. This value increases when both variables are analyzed simultaneously (together).

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