



UDC 331

INFLUENCE OF ORGANIZATIONAL COMMITMENT AND EMPLOYEE JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A STUDY

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ABSTRACT

This research aims to determine the influence of organizational commitment and employee job satisfaction on Organizational Citizenship Behavior (OCB) in the internal work culture environment. Case study at police finance employees in West Nusa Tenggara. The research approach is causal associative and involves 97 sample respondents who met the sampling criteria. The analysis and hypothesis testing technique uses Partial Least Square (PLS) 3. The research results show that organizational commitment has a significant positive effect on OCB, while the job satisfaction effect has no significance. Conducive organizational work culture environment in the field of police finance has proven to accelerate the influence of organizational commitment and job satisfaction on OCB in the field of police finance in the West Nusa Tenggara region. The findings of this research provide high appreciation to all parties who have contributed to the work culture of the police organization that supports strengthening employee commitment and job satisfaction in building extra behaviour of employees in the financial sector of the West Nusa Tenggara police, Indonesia.

KEY WORDS

Organizational culture, organizational citizenship behavior, organizational commitment, job satisfaction.

The workforce plays a critical role in the success of an organization, as workers are the intellectual capital that drives organizational innovation and growth (Armstrong, 2019). An effective workforce management strategy can meet today's and future needs of the organization's capacity. Organization members must be able to adapt quickly and efficiently to face global challenges while at the same time becoming a connector to maintain competitiveness (Percy, 2021). The work of productive members of the organization can't doubted by the organization directly. The phenomenon of organizational members who work productively, even beyond expectations, is known as organizational citizenship behavior (OCB) (Haskasap et al., 2023). Organizational members who show OCB have a broad scope compared to personal employee commitment because the meaning of citizen itself is citizenship. Hence, they have a responsibility and love to work voluntarily and without being supervised. OCB behaviours are not found in the employee's job description (Tandy Izzud Alauddin & Eddy Yunus, 2022). However, OCB is highly expected because it supports improving organizational effectiveness and survival, including in business organizations with increasingly sharp competition. Organizational members who have OCB will have high loyalty to the organization where they work and will automatically feel comfortable and secure about their work (Nurjanah et al., 2020; Jehanzeb, 2020).

OCB experts described it as having five main dimensions (Jufrizen & Azila, 2023), including altruism, which shows a person who is more concerned with the interests of others compared to his interests (Phetsombat & Na-Nan, 2023). The essence of altruism is helping other people related to organizational tasking. The courtesy dimension shows the behaviour of helping others voluntarily and is not a duty or obligation. The essence of listening to your heart is behaviour that exceeds what the organization requires (Mardiyanti & Suharnomo, 2018). The essence of this is behaviour aimed at preventing work-related problems with colleagues. Civic virtue shows an involvement in organizational activities and cares about



organizational survival. Employees also actively express their ideas and observe the business environment to face threats and opportunities (Prमितasari, 2024). The essence of this is behaviour that indicates that employees have responsibility for the organizational life. Conscientiousness shows a voluntary effort to improve the way of doing their work creatively and innovatively so that organizational performance increases. Sportsmanship shows a willingness/tolerance to endure an unpleasant situation without complaining. This behaviour shows a high tolerance for an environment that is less or even unpleasant environment (Rahim, Hassan, & Amdan, 2018 and Sumardjo & Supriadi, 2023). Believing that OCB is very beneficial for organizational productivity, this study was conducted in the finance department of the West Nusa Tenggara police, Indonesia. Based on theory, many factors can influence the development of OCB, including effective leadership, individual characteristics, organizational work culture, organizational commitment and satisfaction of organizational members. In this research, the variables selected and believed to have the most influence on the context of the police work environment, namely commitment satisfaction and organizational culture in building OCB.

Organizational commitment refers to an individual's attachment to the organization through affection, continuity, and norms (Jufrizen & Azila, 2023). Individuals with organizational commitment tend to show higher OCB behaviour because they feel emotionally and morally connected to the organization (Arina, Nelwan, & Pandowo, 2021). In addition, high job satisfaction is also associated with increased OCB because individuals who feel satisfied with their work tend to be more motivated to make extra contributions (Haskasap et al., 2023). Organizational culture plays a role in shaping OCB behaviour. An open, inclusive, and supportive culture encourages employees to actively participate in organizational activities outside their duties (Thusi et al., 2022). A positive organizational culture creates an environment where employees feel valued and motivated to contribute optimally (Mardiyanti & Suharnomo, 2018; Widarko & Anwarodin, 2022).

METHODS OF RESEARCH

This research focuses on Organizational Citizenship Behaviour, with the unit of analysis being the Finance Department of the Regional Police and resort police. The sampling technique used probability and proportional random sampling with 97 finance officers. The sampling technique used stratified random sampling because the population consisted of different student and university subgroups, and we wanted to ensure that each subgroup was adequately represented.

This research adopts a causal associative approach with a quantitative approach to explore the relationship between the variables of organizational commitment, job satisfaction, organizational culture, and organizational citizenship behaviour (OCB). The research was conducted in the financial department of the regional police and resort police throughout the island of Lombok. The study variables include organizational commitment with affective, continuance and normative dimensions, job satisfaction, the job itself, supervisors, colleagues, promotions and salary/wages. Organizational culture includes the dimensions of individual initiative, risk taking, supervisors, management support, and communication patterns between organizational members. Organizational citizenship behaviour includes the dimensions of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Iqbal Baihaqi et al., 2023).

Data analysis is based on the use of Partial Least Squares (PLS) in Structural Equation Modelling (SEM) using SmartPLS 4 software. PLS is used measurement and structural modelling, including validity, reliability and hypothesis testing for causal relationships between variables. The evaluation model includes measures of factor loading, composite reliability, average variance extracted (AVE), discriminant validity, R-squared, Q-squared, F-squared, and (SRMR) or standardised root mean square residual (Garson, 2016).

Data analysis was carried out using SEM-PLS (structural equation model partial least square), which is a variance-based type. The PLS model can accommodate two types of measurement in one run, namely the measurement of the structural model or the so-called



inner model, and the measurement model or the outer model. The outer model describes the relationship between the latent variables and each indicator. The inner model describes the relationship between latent variables in a model. Outer model tests include convergent validity, discriminant validity and reliability tests. The algorithm method on Smart PLS results in the outer loading value and cross-loading of each indicator, as well as the AVE value, composite reliability, Cronbach's alpha and t-statistic. In evaluating the results of this research, construct validity tests, convergent validity tests and discriminant validity tests are used to validate the scale (Ringle & Sarstedt, 2021).

RESULTS AND DISCUSSION

This outer loading describes how well the measurement variable item is with the rule of thumb that according to Chin (1998), an outer loading value > 0.50 is acceptable (valid). Based on Table 2, all measurement items for each variable, including organizational commitment, job satisfaction, organizational culture and OCB variables, show an outer loading value of > 0.5, so all the indicators used are valid. The outer loading value of this research can be seen as follows: The outer loading value shows valid results for each indicator in the organizational commitment variable, ranging from the lowest 0.737 to the highest 0.816. The outer loading value of job satisfaction ranges from around 0.727 to the highest is 0.808, the outer loading of organizational culture value is between 0.7354 and 0.813, and organizational citizenship behavior value is between 0.749 and 0.788 (Source: primary data processed).

Composite reliability is a measure to show how far the reliability of a variable is, while the average variance extracted shows how far the overall variable can explain the variation in measurement items. Based on Table 3, the composite reliability value for all research variables is more than 0.7, indicating that the level of reliability is acceptable. Overall, the items measuring the OCB variable, organizational culture, organizational commitment and job satisfaction are consistent in measuring these variables. Meanwhile, the AVE value for all research variables is more than 0.5, which means that the variation in all items contained in this research variable meets the requirements for good convergent validity. The Composite Reliability and Average Variance Extraction values can be seen in the following table:

Table 1 – Composite Reliability and Average Variance Extracted Values

Variables	Composite Reliability	AVE
Organizational Commitment (X1)	0,935	0,617
Job Satisfaction (X2)	0,952	0,572
Organizational Citizenship Behavior (Y)	0,955	0,587
Organizational Culture (Z)	0,957	0,598

The composite reliability is basically the variance due to the factor divided by the total variance of the composite and the total variance of the sum divided by the variation due to the factor. And then the average variance extracted is approximately the average of the estimated indicator reliability of the scale. Based on the composite reliability analysis and the average variance extracted, it shows valid results according to the standard level of reliability, which is acceptable. Organizational commitment reflects a high sense of belonging among organizational members (Khan et al., 2021), and job satisfaction reflects employees' liking and pride in their work (Jufrizen & Azila, 2023).

The discriminant validity test describes how far variables or constructs that are constructed are different from other variables/constructs and tested statistically. The test can be done by looking at the HTMT (Heterotrait Monotrait Ratio) value.

Table 3 shows that the HTMT value for all pairs of variables is less than 0.9, so discriminant validity is met. That means the correlation between measurement items in measuring the same variable is stronger than the correlation between items and other variable items. In other words, the measurement items correlate more with the construct measured than other constructs.



Table 2 – HTMT Values

Variables	Relationship between Variables					
	X1	X1*Z	X2	X2*Z	Y	Z
Organizational Commitment (X1)	-	-	-	-	-	-
Organizational Commitment (X1) × Organizational Culture (Z)	*0,079	-	-	-	-	-
Job Satisfaction (X2)	*0,557	*0,097	-	-	-	-
Job Satisfaction (X2) × Organizational Culture (Z)	*0,134	*0,226	*0,323	-	-	-
Organizational Citizenship Behavior (Y)	*0,431	*0,548	*0,510	*0,724	-	-
Organizational Culture (Z)	*0,145	*0,265	*0,389	*0,514	*0,370	-

Table 3 – Fornell-Larcker Criterion Values Relationship between Variables

Variables	Relationship between Variables			
	X1	X2	Y	Z
Organizational Commitment (X1)	*0,785	-	-	-
Job Satisfaction (X2)	0,524	*0,756	-	-
Organizational Citizenship Behavior (Y)	0,409	0,495	*0,766	-
Organizational Culture (Z)	-0,078	-0,354	0,368	*0,773

The AVE root value of each variable is on the diagonal axis, where all variables have a larger AVE root than their correlation with other variables and evaluation of the discriminant validity of the research variables fulfilled. Structural model evaluation or hypothesis testing is executed through a bootstrapping process (percentile method). The statistical test used in this method is the t-test. The test results from the t-values for the 2-tailed test are 1.96 (significance level = 5%). The testing criteria with the t-test are if the statistic value > table or the significance value <0.05 can be said that the hypothesis is accepted.

This evaluation can be seen from several measures to declare the model acceptable the R- square value describes the overall influence of exogenous/endogenous variables on other endogenous variables in the model. Table 6 shows that the effect of organizational commitment and Job Satisfaction on OCB is 78.7%, which affects the high category. The following is a table of R square values in this research:

Table 4 – R-Square and F-Square and Q-Square values

Variable	R-Square	F-Square	Q-Square
OCB	.787	-	0,420
Organizational Commitment	-	0,196	-
Job Satisfaction	-	0,097	-

The F-square value determines the magnitude of the influence of exogenous variables on endogenous variables. Table 4 above shows that organizational commitment has a moderate influence (F-square = 0.196) on organizational citizenship behaviour, although Job Satisfaction has a minor influence (F-square = 0.097) on OCB. Q-Square to show how well the model has predictive relevance or how well each change in the exogenous variable can predict the endogenous variable. Table 8 shows a Q-Square value of 0.420, which means that the variables that influence OCB have moderate predictive relevance to the OCB variable. Every change or variation in the organizational citizenship behaviour variable is predicted by commitment and job satisfaction variables.

Standardized Root Mean Square Residual (SRMR) is a measure to describe the difference between the correlation matrix of empirical data and the correlation matrix of model estimates. Based on Table 5, the SRMR value for this research model is 0.070 (smaller than 0.10). SRMR below 0.10 is acceptable (Schermelel-Engel & Moosbrugger 2003), which means the model built in this study fits the empirical data.

Table 5 – SRMR Value

Item	Estimated Model
SRMR	0,070

Based on the results of the analysis, the relationship between variables (hypothesis test results) can be explained, including: 1) The influence of Organizational Commitment on OCB is



a positive value of 0.251. This effect is significant because the t-value obtained is 2.683 ($>$ t-critical 1.96) with a p-value of 0.008 which is smaller than 0.050 ($0.008 < 0.050$). Hypothesis 1 (H1) is accepted. That means the higher the organizational commitment to the NTB Regional Police and Lombok Island Police, the higher the OCB. 2) The influence of Job Satisfaction on OCB is positive, with a value of 0.238. This effect is not significant because the t-value obtained is 1.927 ($<$ t-critical 1.96) with a p-value of 0.055, which is a value greater than 0.050 ($0.055 > 0.050$). Hypothesis 2 (H2) rejected. That means the higher the job satisfaction of the Finance and Urkeu staff of the NTB Regional Police and the Lombok Island Police Chief, the higher the OCB can also be. 3) Organizational Culture moderates (strengthens) the influence of Organizational Commitment on OCB is positive with a coefficient value of 0.394. This effect is significant because the t-value obtained is 5.428 ($>$ t-critical 1.96), and the p-value is $0.00 < 0.05$. Hypothesis 3 (H3) is accepted. It means that strengthening organizational culture can accelerate the influence of organizational commitment to OCB within the NTB Regional Police Unit and Lombok Island Police. 4) Organizational Culture moderates (strengthens) the influence of Organizational Commitment on OCB is positive with a coefficient value of 0.620. This effect is significant because the t-value obtained is 4.740 ($>$ t-critical 1.96) and p-value $0.00 < 0.05$. Hypothesis 4 (H4) is accepted. It means that organizational culture can strengthen the influence of job satisfaction on OCB in Lombok Island Police.

Table 6 – Hypothesis Test Results

Relationship between Variables	Path Coefficient	T-value	P-value	Conclusions
Organizational Commitment (X1) → Organizational Citizenship Behaviour (Y)	0,251	2,683	0,008	Significant **
Job Satisfaction (X2) → Organizational Citizenship Behaviour (Y)	0,238	1,927	0,055	Significant **
Organizational Commitment (X1) × Organizational Culture (Z) → Organizational Citizenship Behaviour (Y)	0,394	5,428	0,000	Significant***
Job Satisfaction (X2) × Organizational Culture (Z) → Organizational Citizenship Behaviour (Y)	0,620	4,740	0,000	Significant***

Note: Significance level: * significant with $p < 0.10$ Significance level: ** significant with $p < 0.05$ Significance level: *** significant with $p < 0.01$.

The employees' Organizational Citizenship Behaviour (OCB) shows that the voluntary and productive behaviour of the financial staff of the West Nusa Tenggara Regional Police has been successfully built through organizational commitment and convincing job satisfaction. The conducive work environment of the West Nusa Tenggara Police can accelerate the influence of organizational commitment and job satisfaction on the formation of voluntary and productive behaviour or OCB. Work values and habits that show individual initiative, work risks, management support, supervision and communication patterns show the work environment. To maximize organizational citizenship behaviour, it is necessary to increase synergistic teamwork and the effectiveness of communication between employees can be done through career development programs and the articulation of the organization's vision, mission and values (Meliala et al., 2023). The OCB study in the financial staff environment needs to be expanded in scope to become a model for the work environment at all levels in West Nusa Tenggara.

CONCLUSION

The design of the organizational citizenship behaviour model in this research was concluded to be very effective because the contribution of organizational commitment and staff satisfaction had a real contribution to voluntary and productive behaviour. Likewise, with a conducive work culture in the work environment of the Finance Department of West Nusa Tenggara Regional Police, it is able to accelerate the contribution of organizational commitment and staff satisfaction in building OCB convincingly. The results of this research align with previous research related to OCB, and the findings of this research are consistent with prior studies on Organizational Citizenship Behavior (OCB) (Meliala et al.,



2023; Jehanzeb, 2020), which focused on the dedication and job satisfaction of employees in the business sector. However, this study explores the impact of work culture as an environmental factor that enhances organizational commitment and job satisfaction for building on the commitment and job satisfaction of organizational members in the business sector (Hong & Zainal, 2022). The difference lies in the study of work culture as an environmental acceleration that is proven to strengthen organizational commitment and job satisfaction.

It is recognized that there are many internal and external factors that can build OCB, such as the role of leadership, employees' personality and their work motivation in an organization, but in the public sector organizational environment in the field of police finance, it is more dominated by the role of employees' commitment and job satisfaction. It is hoped that the results of this research can become a reference for the development of OCB in the public sector OCB by involving more shaping factors and with the support of an organizational culture that is conducive to the members of the organization. However, the results of this research better reflect cases in a limited environment, so the field needs to be developed more widely.

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