

ANALYSIS OF CAREER AND LEADER MEMBER EXCHANGE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR MEDIATED BY JOB SATISFACTION (CASE STUDY AT PT ENKA DERA NUSA)

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ABSTRACT

Analysis of Career Development and Leader Member Exchange (LMX) with Organizational Citizenship Behavior (OCB) Mediated by Job Satisfaction. The purpose of this study was to determine: firstly the effect of career development on OCB, secondly the effect of LMX on OCB, thirdly the effect of career development on job satisfaction, the fourth effect of LMX on job satisfaction, the fifth effect of job satisfaction on OCB, sixth the effect of career development on OCB mediated by satisfaction work and the seven effects of LMX on OCB which are mediated by job satisfaction. The sample in this study were all 135 employees of PT Enka Dera Nusa (PT EDN) using saturated sampling technique. Data obtained by distributing questionnaires. This research uses quantitative research methods. The results of this study indicate that career development and LMX have a significant effect on OCB which is mediated by job satisfaction.

KeyWords

Career Development, Leader Member Exchange (LMX), Organizational Citizenship Behavior (OCB), Job Satisfaction

Introduction

Facing the era of globalization which is always marked by the occurrence of very rapid changes in economic conditions, has led to the emergence of several demands that cannot be rejected by economic or industrial players. One of them is the demand for how the organization can respond to the changes that occur very responsively. In order to adapt and keep up with changes, Human Resources (HR) is the most important factor in achieving efforts in following the changes that occur in the era of globalization. Good human resources can automatically improve company performance and have a positive influence on the company. There are several benchmarks to assess the quality of good human resources, namely career development, Leader Member Exchange (LMX), job satisfaction, and employee Organizational Citizenship Behavior (OCB).

OCB is a term for employees who provide added value to the work they are assigned to and add value to the company. OCB according to Organ in Bolino, et al (2002: 505) is the behavior of individuals who are free, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the company. OCB is also known as extra role behavior because the behavior given by employees exceeds their main duties.

Job satisfaction is also an important factor in improving company performance. Robbins and Judge (2008: 98) define "Job satisfaction is a positive feeling about one's job which is the result of an evaluation of its characteristics". Martoyo (2007: 57) explains "Job satisfaction is the emotional state of employees where there is or does not occur a meeting point between the value of remuneration of employees from the company / organization with the level of remuneration that is desired by the employee concerned".

Yulk (1998) explains how superiors and subordinates develop relationships that influence each other and negotiate the roles of subordinates in one organization. Leader Member Exchange (LMX) not only looks at the behavior of the boss but emphasizes the quality of the relationship between superiors and subordinates. Ivancevich, et al (2006) said that LMX is an approach that recognizes the inconsistency of superior behavior to all subordinates. This proves that the relationship between superiors and subordinates can be an important factor in the success of a company.

To be able to maintain job satisfaction, a company designs employee career development so that employees continue to strive to be able to develop their potential. Career planning is a process that is full of consideration when someone has an

understanding of the skills, knowledge, motivation, and other characteristics of a person (Dessler, 2007: 5). Sunyoto (2015: 165) defines career planning is a process that individual employees go through to identify and take steps to achieve their career goals.

Knowing the importance of OCB for employees for the progress and sustainability of the company, then OCB needs to be raised and improved. Helping each other and working outside the job desk is very necessary for the company to produce maximum job satisfaction. Employees as the main actors of the transactional process between the company and its environment, the company strategically and technically provides a pathway in career planning so that employees can explore themselves to continue learning and developing. Likewise, what happened to PT EDN as a company engaged in construction services, it is necessary to actively participate and collaborate between colleagues, so the company needs to bring up OCB behavior among employees who play an active role in providing construction services to clients. Therefore, I am interested in conducting research to analyze leader member exchange (LMX) on organizational citizenship behavior (OCB) which is mediated by job satisfaction, this study will include other variables, namely career development and to see the relationship and its effect on the 3 variables of the study. previously (Budijanto, 2016).

IDENTIFICATION OF PROBLEM

There are several identification problems in this research, namely:

1. Career development can affect employee OCB
2. The quality of the relationship between superiors and subordinates can affect employee OCB
3. Career development can affect job satisfaction
4. The quality of the relationship between superiors and subordinates can affect job satisfaction
5. Job satisfaction can affect employee OCB
6. Career development can influence employee OCB through job satisfaction
7. The quality of the relationship between superiors and subordinates can affect employee OCB through job satisfaction
8. Is there an effect of teacher pedagogical competence and student achievement?

RESEARCH PURPOSES

This research aims to:

1. To determine the relationship between career development and Organizational Citizenship Behavior (OCB) of employees at PT Enka Dera Nusa (PT EDN)
2. To determine the relationship between Leader Member Exchange (LMX) and OCB of employees at PT EDN
3. To determine career development on employee job satisfaction at PT EDN
4. To determine the relationship between LMX and employee job satisfaction at PT EDN
5. To determine the relationship between job satisfaction and employee OCB at PT EDN
6. To determine the relationship between career development and employee OCB mediated by job satisfaction at PT EDN
7. To determine the relationship between LMX and employee OCB mediated by job satisfaction at PT EDN

THEORETICAL BASIS

a. Career Development

Tan (2008: 2) term career (career) is defined as a process of development of an individual through work experience and different positions in one or several organizations. Tan (2008: 2) states that career development (Career Development) involves a formal, planned and organized effort to achieve a balance between the career needs of an individual and the workforce requirements in an organization. In meeting their physiological needs, in this case the need for self-development and actualization, employees also have a desire to increase their potential and develop their abilities in the organization (Liu, 2004: 19). Related to this, Liu (2004: 20) states that companies can facilitate the formation of organizational support (perceived organizational support) by providing development opportunities to meet the personal development needs of employees.

b. Leader Member Exchange (LMX)

Yulk (1998) explains how superiors and subordinates develop relationships that influence each other and negotiate the roles of subordinates in one organization. LMX does not only look at the behavior of its superiors but emphasizes the quality of the relationship between superiors and subordinates. Ivancevich, et al (2006) said that the Leader Member Exchange (LMX) is an approach that recognizes the inconsistency of superior behavior to all subordinates.

c. Organizational Citizenship Behavior (OCB)

OCB is a form of behavior which is an individual choice and initiative that is not related to the formal rewards of the organization but in aggregate it increases organizational effectiveness (Organ, 1988, in Purba & Seniati, 2004). Morrison (1994) defines OCB as an employee's extra role behavior and the most fundamental difference is in reward because this behavior is usually free of

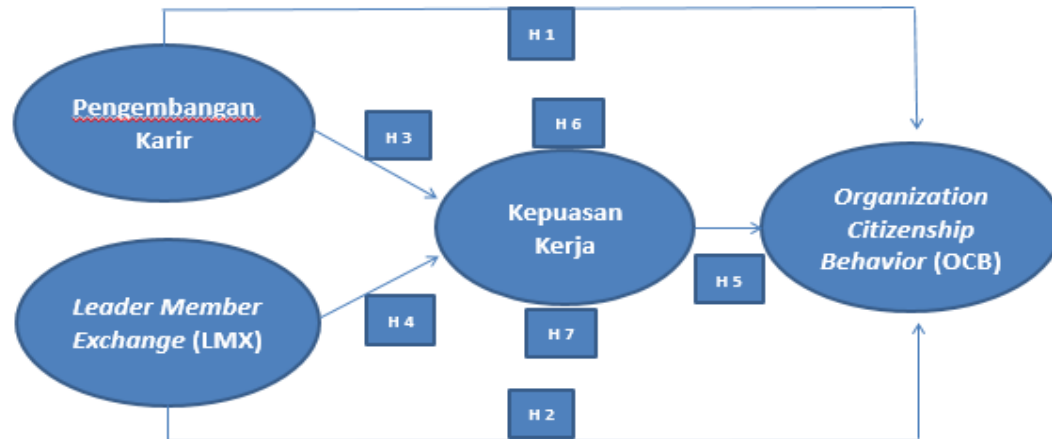
reward. Behavior carried out by individuals is not organized into rewards, in other words there are no additional incentives for employees who behave extra roles. (Kurniawan, 2015).

d. Job satisfaction

According to Kreitner and Kinicki (2001; 271) job satisfaction is "an effectiveness or emotional response to various aspects of work". Davis and Newstrom (1985; 105) describe "job satisfaction is a set of employees' feelings about whether their job is fun or not". According to Robbins (2003; 78) job satisfaction is "a general attitude towards a person's job that shows the difference between the amount of rewards employees receive and the amount they believe they should receive".

METHOD

a. Framework



Keterangan:

- Variabel Bebas 1 : Pengembangan Karir
- Variabel Bebas 2 : Leader Member Exchange (LMX)
- Variabel Terikat : Organization Citizenship Behavior (OCB)
- Variabel Pemediasi : Kepuasan Kerja

Picture 1: Framework

b. Hypothesis

- H1: Career development affects Organization Citizenship Behavior (OCB)
- H2: Leader Member Exchange (LMX) affects Organization Citizenship Behavior (OCB)
- H3: Career Development affects Job Satisfaction
- H4: Leader Member Exchange (LMX) affects Job Satisfaction
- H5: Job Satisfaction affects Organization Citizenship Behavior (OCB)
- H6: Career development affects Organization Citizenship Behavior (OCB) which is mediated by job satisfaction
- H7: Leader Member Exchange (LMX) affects Organization Citizenship Behavior (OCB) mediated by Job Satisfaction

c. Data source

The data used in this study are primary data. Primary data were obtained from distributing questionnaires to PT EDN employees.

d. Population, Sample and Sampling Technique

The population in this study were employees of PT EDN. Data collection was carried out by distributing questionnaires. In this case, PT EDN has 135 employees who are still actively working. In this study, researchers took samples using saturated sampling techniques. So that all employees at PT EDN will be the sample of this study. The sample can be seen in the following table:

Table I. Number of Active Employees of PT Enka Dera Nusa

| Division | Total |
|-----------------------------|------------|
| Commissioners and Directors | 9 |
| Internal Supervisory Unit | 17 |
| Financial Accounting | 12 |
| Human Resource Department | 8 |
| Public relations | 5 |
| Development & Operation | 19 |
| Project Manager | 9 |
| Assistant Manager | 21 |
| Professional Staff | 35 |
| Total | 135 |

e. Data analysis technique

The data analysis used in this research is quantitative research methods. According to Sugiyono (2011: 7), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples. The software in this study used Smart Partial Least Square (PLS) version 3.3.

RESULTS AND DISCUSSION

A hypothesis is stated to be accepted or has a significant effect if the T-Statistic is in accordance with the T-Table standard, which has a value > 1.96. It is said that there is a direct effect if the T Statistics value is > 1.96 and it is said that there is no effect if the T Statistics < 1.96.

Table II. Path Coefficients

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|-----------|---------------------|-----------------|----------------------------|--------------------------|----------|
| LMX → KK | 0.488 | 0.494 | 0.094 | 5.175 | 0.000 |
| LMX → OCB | 0.291 | 0.280 | 0.104 | 2.806 | 0.005 |
| K → KK | 0.335 | 0.332 | 0.103 | 3.241 | 0.001 |
| K → OCB | 0.269 | 0.291 | 0.113 | 2.383 | 0.018 |
| KK → OCB | 0.267 | 0.264 | 0.103 | 2.596 | 0.010 |

Table III. Specific Indirect Effects

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|----------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| LMX → KK → OCB | 0.130 | 0.132 | 0.061 | 2.131 | 0.034 |
| K → KK → OCB | 0.089 | 0.086 | 0.042 | 2.106 | 0.036 |

Effect of Career Development on OCB

From the results of testing the first hypothesis with a value of t - statistics 2.383 which means > 1.96 then H1 is accepted. Career development has a positive and significant effect on OCB, meaning that changes in the value of career development have a direct effect on changes in OCB.

Effect of LMX on OCB

From the results of testing the second hypothesis with a value of t - statistics 2.806 which means > 1.96 then H2 is accepted. LMX has a positive and significant effect on OCB, meaning that changes in LMX values have a direct effect on changes in OCB.

Effect of Career Development on Job Satisfaction

From the results of testing the third hypothesis with a value of t - statistics 3.241, which means > 1.96, then H3 is accepted. Career development has a positive and significant effect on job satisfaction, meaning that changes in the value of career development have a direct effect on changes in job satisfaction.

The Effect of LMX on Job Satisfaction

From the results of testing the fourth hypothesis with a value of t - statistics 5.175 which means > 1.96 then H4 is accepted. LMX has a positive and significant effect on job satisfaction, meaning that changes in the value of LMX have a direct effect on changes in job satisfaction.

The Effect of Job Satisfaction on OCB

From the results of testing the fifth hypothesis with a value of t - statistics 2.806 which means > 1.96 then H5 is accepted. Job satisfaction has a positive and significant effect on OCB, meaning that changes in the value of job satisfaction have a direct effect on changes in OCB.

Effect of Career Development on OCB Mediated by Job Satisfaction

From the results of testing the sixth hypothesis with a value of t - statistics 2.106 which means > 1.96 then H6 is accepted. Career development has a positive and significant influence on OCB with job satisfaction as an intervening variable, meaning that job satisfaction can significantly strengthen the relationship between career development and OCB.

Effect of LMX on OCB Mediated by Job Satisfaction

From the results of testing the seventh hypothesis with a value of t - statistics 2.131 which means > 1.96 then H7 is accepted. LMX has a positive and significant effect on OCB with job satisfaction as an intervening variable, meaning that job satisfaction is able to significantly strengthen the relationship between LMX and OCB.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the analysis that has been carried out, namely regarding the analysis of career development and LMX with OCB which is mediated by job satisfaction at PT EDN, conclusions can be given. 1) Career development has a direct effect on OCB, this shows that a higher career development leads to a higher level of OCB. 2) LMX has a direct effect on OCB, this shows that a higher LMX leads to a higher OCB level. 3) career development has a direct effect on job satisfaction. This shows that a higher career development leads to a higher level of job satisfaction. 4) LMX has a direct effect on job satisfaction. This shows that a higher LMX leads to a higher level of job satisfaction. 5) job satisfaction has a direct effect on OCB, this shows that higher job satisfaction leads to a higher level of OCB. 6) As well as career development has a direct effect on OCB with job satisfaction as an intervening variable, this shows that job satisfaction is able to significantly strengthen the relationship between career development and OCB, if the job satisfaction score is higher then it leads to a higher level of relationship between career development and OCB and 7) LMX has a direct effect on OCB with job satisfaction as an intervening variable, this shows that job satisfaction is able to significantly strengthen the LMX and OCB relationship, if the higher job satisfaction value leads to a higher level of LMX and OCB relations.

From the results of the research conducted, the suggestions given can be used as useful input for interested parties including, company management must understand and improve career development, LMX, employee OCB and job satisfaction in order to support the success of company activities in achieving the desired targets.

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