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THE EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS MODERATING ON THE EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT TO PERFORMANCE OF TEACHERS

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This study aimed to examine and analyze the effect of job satisfaction and organizational commitment with Organizational Citizenship Behavior (OCB) as moderating variable toward teachers in SMAN 1 Tilatang Kamang. This study was explanatory research and used quantitative method. The sampling technique was census method and the sample size was 57 samples. The data was analyzed by using Partial Least Squares – Structural Equations Modeling (PLS-SEM) and smartPLS application. The result showed job satisfaction had positive significant correlation with teacher performance, organizational commitment had positive significant correlation with teacher performance, organizational citizenship behavior not moderate job satisfaction and organizational commitment toward teacher performance in SMAN 1 Tilatang Kamang.

Keyword : Job Satisfaction, Organizational Commitment, Organizational citizenship behavior, Performance

INTRODUCTION

Teacher is a profesional worker wish thier duties to educate, teach, guide, train, assess, and evaluate students. Teacher has to teach the teaching material to the student so that they can be creative, well-behaved and independent (indonesian law no 14 of 2015). Other than that, teacher also need to take responsibilities out of their main task to teach in the classroom, such as to be a commitee of school event, solve students problem. The duties mostly happen outside of the class, that means it requires high dedication, responsible behavior, willingness to assist and inisiation to take part to do additional dutties. These conditions are classified as organizational citizenship behavior. Organizational citizenship behavior is a volunteer and free action that is not related directly into job description , but personal choise of someone (Organ, 1998).

Successfulness of an instiution in achieving its aim is depend on the quality on its human resources and it is also often said that good performance of the teacher depend on the effectiveness of them in teaching. As profesional worker, teacher is believed as the most important part in students developing of a school. Cheng in Slamet (2013) explain that teacher performance is also influenced by job satisfaction, commitment, job meaningful and job responsibility. When an employee feels satisfy with his job, it will increase his commitment to the organization (Inuwa,2010).

Job satisfaction is one of the factors ltaht affect employe performance because most of the people time is spent at work. Gibson (2000) explain job sastisfaction is someone attitude toward his job. Job satisfaction is also related into the emotional reaction of someone toward his job, it can be seen in job

moral , discipline and achievement. The advantage that can be gotten from job satisfaction is the reduction of moral stress, create new and inovative idea that can assist employee to achieve higher level, good relationship, and fresh minded among collegeues.

Other factor that also affect performance is organizational commitment. Lizote (2017) define organizational commitment as a creation of competitive advantage that is generally to identify individual role in an organization as a competitive adavantage source. It is also supported by Zefeiti and Mohamad (2017) that organizational commitment affact employee performance. At school, teacher is required to keep improving their performance individually and organizationally. Teacher with high commitment will give maximum effort for school improvement, actively participate and do their work properly.

THEORITICAL BACKGROUND

B1. Performance

Performance is a process of assesing the progress of work towards the achievement of goals and objectives that have been determined, including information on the effeciency of resource use in producing goods and services, quality of goods and services, comparison of results of activities with the target and the effectiveness of action in achieving goals (Mangklunegara, 2007). In this case it is important to determine whether the purpose of measurement to assess the results of the performance (performance outcome) ar assessing the bahavior (personality). An organization should distinguish between outcomes (results), behavior (process) and gauge the exact performance.

B2. Job Satisfaction

Job satisfaction is the general attitude of individuals towards work where job satisfaction reflects the attitude of the bahavior. The belief that a satisfied employee that is more productive than a unsatisfied employee becomes a basic principle for managers and leaders. Hop pock in Inuwa (2016) provides a comprehensive defenition of job satisfaction that includes a reaction or attitude od cognitive, affective and evaluation and states that job satisfaction is emotional state of happiness or positive emotions which is derived from the assessment of work or work experience of person.

Therefore, job satisfaction is closely related to one's effort in the works. Employees who are not satisfied with the job tend to behave not optimal, do not try to do things the best, and rarely take lthe time and make extra effort in doing their job. With the job satisfaction of the employees, it is expected that employee can do his job more leverage and willing to work outside the role of work that can assist in the achievement of organizational goals better. The attitude is a positive or negative evaluation of emotions and tendencies of pros or cons of social objects.

B3. Organizational commitment

Organizational commitment, according to Lizote (2017) is the degree to which a person is positioning himself in the organization and a willingness to continue the effort to achieve the interest of organization. Individuals, who have a low commitment to the organization, often just wait for a good oppurtunity to quit their jonbs. This ilustrates that the nition of organizational commitment is how one puts him self in an organizational commitment is how one puts himself in an organization and how someone is willing to keep him in the organization.

B4. Organizational citizenship Behavior (OCB)

OCB is defined as an individuals behavior which is free and not directly and explicitly receive an award from the formal reward system, and the overall affectiveness encourages organizational functions (Organ,1998). Based on the existed defenition, there are three major components that build understanding of OCB. First, tgehe behavior must be voulntary, so it is not included in the rules formally written or formal duties. Second, the behavior is benefisial in terms of organization perspective. Third, this behavior reflects the multidimensional nature.

C. Material

Research was conducted at a senior high school in Agam regency in Indonesia is an explanatory research , because the aim is to explain the causal relationship between variables by testing the

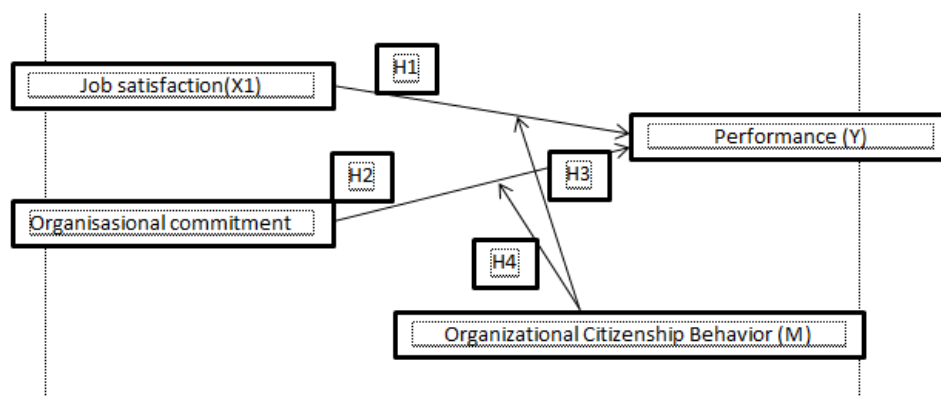
hypothesis. The population in this study are all teachers in senior high school number 1 Tiltang Kamang. The sample size was 57 samples. The variable and dimentions in this study are :

1. Job satisfaction (X1) is an attitude of employee toward their job (Gibson, 2000). The dimentions adopted from Sahito (2006), they are :Nature of work, promotiona dn Supervision.
2. Organizational commitment is a psikologis dependence of an individual toward the organization in the form of commitment (Lizote, 2017). The dimentions are adopted from Pradhan and Jena (2011) (1)Affective, which is related to their desire to be bound by the organization, (2) Continuance :this commitment is formed on the basis of profit and lost, considered on what must be sacrificed when it will settle on an organization. The key to this commitment is a nessity survival, (3) Normative: is a ,feeling of enduring because of loyalty. The action is the right to do.
3. Organizational citizenship behavior (OCB) is an independent individual behavior that is not directly and explicitly associated with the reward system and can increase the effective function of the organizations. There are 5 dimentions that is developed by Khalid (2009):
 - a. Altruism, it is defined as behavior of helping other employees without coercion on the tasks that are closely related to the o\rganization operations.
 - b. Civic virtue, is the voluntary participation and supporting the fucntion of the organization both profesionally and social nature.
 - c. Conscientiousnes, is about the performance of the prerequisite role that exceed minimum standard.
 - d. Courtesy, is the behavior alleviates the problems relating ti emplyment faced by other people.
 - e. Sportmanshop, is making issues undermine though they are annoying.
4. Performance is the result of the work in quality and quantity that should be achieved in doing his duty and follow the standart. The dimentins are developed by Pradhan and Jena (2011) Task performance, Normative performance and Adaptive performance.

D. Method

The analytical method used is by analyzing data and distributed it into microsoft XL and SPSS. The hypothesis was tested by using PLS 3.0.

The conceptual framework was



Hyphotesis of the research are as follows:

- H1. Job satisfaction has positive significant effect to performance
- H2. Comitment Organizational has positive significant effect to performance
- H3. Organizational citizenship behavior moderate the effect of job satisfaction to performance
- H4. Organizational citizenship behavior moderate the effect of organizational commitment to performance

E. Result

E1. Reliability

To find out the extent to which the measurement tool has accuracy and accuracy of measurements that are consistent over time, a reliability test is performed. Instrument reliability in this study was measured by two criteria, namely composite reliability values and cronbachs alpha. Users of Cronbachs alpha to test the reliability of variables will give a lower value so it is recommended to use composite reliability (Haryono, 2017: 407). A construct is said to be reliable if the composite reliability value is above 0.70 (Ghozali, 2011: 230).

Table 1

	Composite Reliability
Job satisfaction	0.961
performance	0.944
Organizational comitment	0.939
Organizational Citizenship Behavior	0.955

Based on the table above shows that all variables have composite reliability values above 0.70. Therefore, the indicators used in this research variable are said to be reliable.

E2. Validity

This test is done to see how much difference between variables. The value seen in this test is the average variance extracted (AVE) value obtained as a result of estimation where the value must be > 0.50

Table 2

Concruct Validity

	Average Variance Extracted (AVE)
Job satisfaction	0.734
performance	0.516
Organizational commitment	0.567
Organizational Citizenship behavior	0.561

Table 3

Discriminant Validity

	performance	performance	Organisational comitment	OCB
Job satisfaction	0.857			
performance	0.925	0.718		
organisationalcomitment	0.904	0.982	0.753	
OCB	0.928	0.871	0.879	0.749

In the table above the comparison value of the AVE root value shows that each of these values is greater than the correlation between other variables. So it can be concluded that all latent variables have good discriminant validity.

E3. Testing hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> performance	0.380	0.435	0.190	1.999	0.046
Organizational commitment -> performance	0.779	0.845	0.173	4.509	0.000
Moderating OCB & Job Satisfaction -> performance	-0.119	-0.102	0.109	1.095	0.274
Moderating OCB & organizational commitment -> performance	0.099	0.090	0.103	0.967	0.334

From the above test result ,it can be concluded some of the following : Testing the direct effect of job satisfaction on the performance, the original sample was 0,380 and p values was 0,046 < 0,05 (hypothesis 1 was accepted). Testing the direct effect of organizational commitment on the performance, the original sample was 0,733 and p value was 0,00 < 0,05 (hypothesis 1 was accepted) . the hypothesis 3 is rejected, the p-value was 0,334 > 0,05 means that there is no moderation effect. the hypothesis 4 is rejected , the p value was 0,542 > 0,05, means that there is no moderating effect.

F. Discussion

F1. Effect of job satisfaction to performance

Based on the hypothesis test in this study it was found that job satisfaction had a positive and significant effect on teacher performance at SMAN 1 Tiltang Kamang. This means that the high level of job satisfaction for an employee will trigger an increase in the performance of employees where they work. This is consistent with the research conducted by Buyukse (2014), Weerakody (2016), Inuwa (2016) that there is a significant positive relationship between job satisfaction and performance. Ndule (2016) state that job satisfaction can be considered as achievement and how successful an employee is in his job which can have a direct relationship to his performance.

F2. Effect of comitment organizational to performance

Based on the hypothesis test in this study it was found that organizational commitment had a positive and significant effect on teacher performance. This shows that the higher the organizational commitment, the higher the performance of the teachers. This is in line with the research of Irefan (2013) and Bektas (2018) wherein the results of the study found that organizational commitment has a significant positive relationship to teacher performance .

This situation occurs because in general teachers in the school have a relatively strong commitment to school, where they seem to always be obedient to the rules and norms that apply at school, feel proud to be an important part of school and have strong loyalty to school . When each teacher has a strong commitment to the school it will encourage them to work with care and full of responsibility, resulting in an increase in teacher performance both in quantity and quality achieved.

F3. Moderating effect of Organizational citizenship behavior on the effect of job satisfaction to performance

The results obtained show that between organizational citizenship behavior (OCB) and job satisfaction are different things. Teachers who have organizational citizenship behavior who are strong at work do not necessarily have high satisfaction in work, so the combination of organizational citizenship behavior and job satisfaction does not affect teacher performance. This situation can occur when teachers try to improve their performance by encouraging the implementation of strong OCB such as adhering to the rules of the applicable norms, good cooperation between employees until the existence of mutual respect, respect and tolerance between employees is indeed able to encourage the creation of individual teacher performance. good, such as student achievement that continues to increase, as well as the number of teachers who get certification or other academic achievements, but the strengthening of OCB values does not affect job satisfaction perceived by teachers, especially those related to rewards, in general teachers remain complaining about the services they receive that are not in line with the size of life needs, besides that most teachers also assess that teacher performance is not only influenced by job satisfaction but can also be influenced by other variables such as quality of work life, morale, motivation and so on.

F4. Moderating effect of Organizational citizenship behavior on the effect of job satisfaction to performance

Based on the hypothesis test in this study it was found that organizational citizenship behavior does not moderate the relationship of organizational commitment with teacher performance. This finding is in line with Otto's research (2018) where organizational citizenship behavior does not moderate the influence of organizational commitment on performance. This can be interpreted by employees who have strong OCB that does not affect their commitment to the organization. The findings obtained in the testing phase of the fourth hypothesis are also in line with the theory described by Gibson et al (2014) which states that organizational commitment does not always affect OCB in employees in an organizational environment, intellectual intelligence and emotional intelligence influence the occurrence of these conditions. The same is explained by Shopiah (2012) in the organizational concept that the difference in experience and working age of each employee affects the way a person works, when the work environment is not conducive, the tendency of employees to work individually is far from the OCB value so it does not affect performance generated by employees. The results obtained are not in line with the research of Hakim (2013) where in his research the Judge found that organizational citizenship behavior moderate the influence of organizational commitment on performance.

F. Conclusion

Based on the analysis and discussion of the result of the hypothesis testing, it can be concluded that job satisfaction had positive and significant effect to performance, organizational commitment had positive significant effect to performance, there was no moderating effect of organizational citizenship behavior on the effect of job satisfaction to performance, and there was no moderating effect of organizational citizenship behavior on the effect of organizational commitment to performance.

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