

Role Of Organizational Commitment In Mediating Effect Of Work Satisfaction On Organizational Citizenship Behaviour (Ocb) Of Personnel At The Police Criminal Investigation Unit

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ABSTRACT

The objectives of this study are: (1) To analyze the effect of Job Satisfaction on the Organizational Commitment, (2) To analyze the effect of Job Satisfaction on Organizational Citizenship Behavior, (3) to analyze the effect of Organizational Commitment on Organizational Citizenship Behavior, (4) To analyze the effect of Job Satisfaction on Organizational Citizenship Behavior (OCB) through the Commitment of Personnel at the Police Criminal Investigation Unit. This type of research is associative quantitative research. The data collection method used by researchers is the census method. Respondents in this study were all personnel of the Police Criminal Investigation Unit, a total of 50 peoples. The data collection tool used in this study was questionnaires. The data analysis tool uses the Partial Least Square (PLS) approach. The conclusions of the research that can be drawn are (1) Job Satisfaction has a positive and significant influence on the Organizational Commitment, (2) Job Satisfaction has a positive and significant influence on the Organizational Citizenship Behavior, (3) Commitment has a positive and significant influence on the Organizational Citizenship Behavior of Personnel.

Keywords: Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior

INTRODUCTION

Humans always play an active and dominant role in every organization, because humans become planners, actors, and determinants of the achievement of organizational goals. The goals of the organization cannot be achieved without the role of humans. Organizations generally believe that to achieve excellence they must strive for the highest individual performance, because basically, individual performance affects group performance, and ultimately affects the performance of the organization as a whole. Good performance demands the "behavior" of employees that the organization expects. The behaviors that demand organizations today are not only in-role behavior but also extra-role behavior. Extra-role behavior or extra-role behavior is also known as Organizational Citizenship Behavior.

Organizational Citizenship Behavior (OCB) which is also referred to as extra-role behavior includes individual behavior that is extra-role, all positive behavior including political behavior such as full and responsible participation in organizational activities. Extra role behavior is behavior at work that is not contained in the formal job description of the employee but is highly valued if displayed by the employee because it increases the effectiveness and survival of the organization (Katz in Purba & Senate, 2004). OCB is a term used to identify employee behavior so that it can be called a "good member" (Sloat in Novliadi, 2007). OCB is a positive individual behavior as a member of an organization in the form of a conscious and voluntary willingness to work and contribute to the organization more than what is required formally in the organization. OCB has an important role in the success of the organization.

Organizational Citizenship Behavior can arise because of the job satisfaction of employees (Robbin and Judge, 2008). Angelina and Subudi (2014), found that employee job satisfaction has a positive and significant effect on OCB. Likewise, research conducted by Lee, et al. (2013) found that job satisfaction has a positive effect on OCB. Meanwhile, research conducted by Rita (2012) found that satisfaction does not have a significant effect on OCB. Beny et al (2015) found that job satisfaction has a positive but insignificant effect on OCB. Job satisfaction is a positive and pleasant emotional condition as a result of a job appraisal or someone's work experience.

In addition to job satisfaction, Organizational Commitment can be a factor that influences OCB (Gautam et al, 2004). Kreitner and Kinicki (2008) state that OCB is positively correlated with organizational commitment. Several previous researchers have researched the topic of organizational commitment and OCB, namely Beny et al. (2015) found that work commitment has a positive and significant effect on employee OCB. Research conducted by Rita (2012) found that job satisfaction has a positive effect on OCB. Research conducted by Yohannes (2016) also shows that Organizational Commitment has a significant effect on OCB.

Meanwhile, the opposite research results were found by Sengkey, Tewal., & Lintong (2018) who found that commitment did not have a significant effect on OCB. In addition, research from Bodroastuti and Rulijaji (2016) found that commitment did not have a significant effect on OCB. Robbins (2008) defines Organizational Commitment as a condition in which an employee sides with a particular organization and its goals, and intends to maintain membership in that organization.

Besides affecting OCB, job satisfaction can also affect Organizational Commitment. According to Robbins and Judge (2008), Organizational Commitment can be influenced by various factors, one of which is job satisfaction. Research results from Muhadi (2007) found that Job Satisfaction has a significant effect on Organizational Commitment. Hassan's research (2012) shows that job satisfaction has a significant effect on Organizational Commitment. Subsequent researchers have a slight difference with the results of the research found by the researchers that have been submitted. One of them is the research findings of Mariyanti (2014) which found that job satisfaction does not have a significant effect on Organizational Commitment.

Practically every organization expects its members to behave extra at work. One of them is the Police Criminal Investigation Unit of West Lombok Resort Police. In terms of Organizational Commitment, the personnel of the Lobar Police faces many challenges and various tasks and responsibilities that are increasingly complex and are required to really carry out excellent service to the Police, especially the Police Criminal Investigation Unit. The development of social problems in the community often requires that members of the Police Criminal Investigation Unit at West Lombok Police Resort work outside office hours and their duties and responsibilities as members of the police. In addition, as the duty bearer of the internal security, the personnel of the Criminal Investigation Unit is demanded to always be ready in any situation. Even on holidays, On holidays, members of West Lombok Police Resort must remain alert and carry out their duties as servants, protectors, and protectors of the community. Everything is done by the personnel of the Criminal Investigation Unit sincerely, voluntarily because sometimes outside the main duties and functions,

the personnel of the Criminal Investigation Unit is required to carry out other functions, therefore they feel a sense of responsibility to maintain public order and security.

In terms of job satisfaction, personnel never complain about the working conditions they feel and leave their responsibilities at work. Even though they have to work in the field with dangerous terrain and have a high risk because they are dealing with a criminal area.

Personnel has tried to carry out aspects of extra-role behavior by having done more than their usual job responsibilities, helping each other team/personnel, volunteering to do additional work, avoiding conflicts that occur unnecessary, and tolerate if there is workload or interruption at any time.

Based on the phenomena described above, the purpose of this study is

- 1) To analyze the effect of Job Satisfaction on Organizational Commitment of Personnel
- 2) To analyze the effect of Job Satisfaction on OCB of Personnel
- 3) To analyze the effect of Organizational Commitment on OCB of Personnel
- 4) To analyze the effect of Job Satisfaction on OCB through the Organizational Commitment of Personnel.

THEORETICAL

Job Satisfaction

Locke in Luthans (2014) defines job satisfaction as the result of employees' perceptions of how well their jobs provide things that are considered important. According to Hasibuan (2007), "Job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline, and performance. "

Handoko (2001) also states, "Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings about his job "According to Robbins (2007), Job satisfaction is related to meeting the needs of employees who feel their needs are fulfilled will perceive themselves as employees who have satisfaction with their work. Conversely, dissatisfaction arises when one or part of his needs cannot be met. Job satisfaction is one of the determinants of high and low employee performance.

From the above definitions, it can be concluded that job satisfaction is the attitude an employee has towards his job where he feels happy and loves his job, which can be reflected in his workplace behavior. According to Luthans (2014), several factors affect job satisfaction, namely the job itself, which is where the job provides interesting tasks, opportunities to learn, and opportunities to accept responsibility. Salary is the number of wages received and the degree to which this can be viewed as being considered appropriate relative to others in the organization. An organization that rewards employees for motivating their performance, encouraging loyalty and retention. Coworkers are the level where co-workers are technically smart and socially supportive.

The nature of the workgroup or team will affect job satisfaction. In general, cooperative coworkers or team members are the simplest sources of job satisfaction for individual careerists. Promotion opportunities are opportunities for advancement in the organization. Promotion opportunities have different effects on job satisfaction, because promotion has a different form and has various rewards, for example, individuals who are promoted based on seniority often experience job satisfaction. Supervisory supervisor, namely the supervisor's ability to provide technical assistance and behavioral support. Supervision (supervision) is an important source that affects job satisfaction. Supervisory supervisor, namely the supervisor's ability to provide technical assistance and behavioral support. Supervision (supervision) is an important source that affects job satisfaction. Supervisory supervisor, namely the supervisor's ability to provide technical assistance and behavioral support. Supervision (supervision) is an important source that affects job satisfaction.

Organizational Commitment

Organizational commitment is a strong belief and acceptance of organizational goals and values, a willingness to exert sufficient effort on behalf of the organization, and a definite desire to maintain organizational membership (Pratiwi, 2013).

Luthans (2014) defines Organizational Commitment as (1) a strong desire to remain as a member of a particular organization, (2) a desire to strive according to the wishes of the organization, and (3) strong belief and acceptance of organizational values and goals. Further, Organizational Commitment is an attitude that reflects employee loyalty to the organization and a continuous process in which organizational members express their concern for the organization and its continued success and progress (Luthans, 2014).

From the above understanding, the researcher concludes that Organizational Commitment is the desire to remain part of the organization by striving to achieve organizational goals. Meyer and Allen (1990) in Luthans (2014) because organizational commitment is multidimensional, there is a development of support for three dimensions, namely:

- 1) Affective commitment is an employee's emotional attachment, identification, and involvement in the organization. Employees with a strong affective commitment will stay with the organization, in this case, the company, because they want to.
- 2) Continuation commitment is a commitment based on the losses associated with leaving the employee from the organization. This may be due to loss of seniority over promotion or benefits. Employees with a strong continuance commitment because they need it.
- 3) Normative commitment is a feeling of obligation to remain in the organization because it has to be; it is the right thing to do. Employees with a strong normative commitment because they feel they have a big responsibility towards the company.

Organizational Citizenship Behavior (OCB)

According to Robbins (2008), OCB is defined as optional behavior (extra-role behavior) that is not part of an employee's formal work obligations (in-role behavior), and if displayed will improve organizational functions effectively. OCB is voluntary individual behavior (there is no element of coercion), is not directly or explicitly acknowledged formally by the existence of a reward system and the whole thing is expected to promote the efficiency and effectiveness of organizational functions (Organ, Podsakoff, & MacKenzie, 2006).

OCB that is displayed can be in the form of behaviors, such as: helping colleagues who have to pile up work, avoiding unnecessary conflicts, remaining obedient to company regulations even when no one is watching, willing to tolerate and fight for the company in difficult circumstances, willing actively involved in maintaining the survival of the organization, maintaining the good name of the company, boasting the company outside the company, and others. Without OCB, the organization will be fragile and easily crushed in the competition.

Based on the description above, the researcher can conclude that OCB is a voluntary individual behavior without any element of coercion in working to increase organizational effectiveness. Research on OCB has been carried out a lot, several dimensions of OCB are suggested differently in each research conducted. Through the dimensions put forward by previous researchers, OCB behavior among employees can be clearly classified so that further efforts can be made by the company to maintain this positive behavior.

There are five dimensions of OCB proposed by Organ (2006), namely:

- a) Altruism (Put Others First)

Employee behavior in helping colleagues who have difficulty in the situation at hand, both regarding tasks in the organization and other people's personal problems. This dimension refers to providing assistance that is not an obligation that it bears.

- b) Conscientiousness (Sincerity)

The behavior is shown by trying to exceed the company's expectations. Voluntary behavior that is not an employee's duty or duty. This dimension reaches far above and far ahead of the call of duty.

c) Sportsmanship (Justice and Honesty)

Behavior that tolerates less than ideal conditions in the organization without raising objections. Someone who has a high level in this dimension will increase a positive climate among employees, employees will be more polite and cooperate with others so that it will create a more pleasant work environment.

d) Courtesy (Courtesy)

Maintain good relationships with colleagues to avoid interpersonal problems. Someone who has that dimension is a person who respects and cares for others.

e) Civic Virtue (Virtue)

Behavior that indicates responsibility for organizational life. This dimension affects the responsibility given by the organization to a person to improve the quality of the occupation field.

HYPOTHESIS DEVELOPMENT

Organizational commitment is the identification of feelings, involvement of loyalty shown by workers to their organization or organizational units (Gibson et al 2008: 59). Furthermore, Meyer et al., 1993. Defining Organizational Commitment as a person's positive attitude towards the organization. This attitude will encourage people to behave positively, be disciplined at work, obey organizational policies and regulations, establish good relationships with colleagues, and improve work performance.

According to Robbins and Judge (2008), Organizational Commitment can be influenced by various factors, one of which is job satisfaction. Several previous researchers such as Devi and Adnyani (2015) and Mariyanti (2014) found that Job Satisfaction has a positive and significant effect on Organizational Commitment.

H1: It is suspected that Job Satisfaction has a positive and significant effect on Organizational Commitment.

Job satisfaction can be defined as a person's positive feelings about feeling happy, unhappy or satisfied, or dissatisfied with his job. This understanding shows the important aspects in a job that shows a person's feelings (Robbins and Judge, 2008: 107-108). Job Satisfaction can influence the behavior of workers in groups and individually. What is meant by job satisfaction is the emotional state of the employee that occurs or does not occur at a meeting point between the value of remuneration of employees and the company with the level of remuneration expected by the employee concerned (Martoyo, 2000).

Organizational Citizenship Behavior can arise from various factors in the organization, including because of the job satisfaction of employees (Robbin and Judge, 2008). So it can be concluded that there is a significant effect of Job Satisfaction on Organizational Citizenship Behavior. The results of research conducted by Beny et al (2015) and Kurniawan (2015) found that Job Satisfaction has a significant effect on Organizational Citizenship Behavior.

H2: It is suspected that Job Satisfaction has a positive and significant effect on the OCB.

Luthans (2014) defines Organizational Commitment as a strong desire to remain as a member of a particular organization, a desire to strive according to the wishes of the organization, and a strong belief and acceptance of organizational values and goals. Further, Organizational Commitment is an attitude that reflects employee loyalty to the organization and a continuous process in which organizational members express their concern for the organization and its continued success and progress (Luthans, 2014).

Employee commitment will encourage the creation of OCB. Organizational commitment is one of the factors that influence OCB (Gautam et al, 2004). Kreitner and Kinicki (2008) state that OCB is positively correlated with organizational commitment.

Based on research conducted by Setiawan, (2009) Organizational Commitment has a positive effect on OCB. The higher the level of Organizational Commitment, the higher the employee's willingness to do jobs outside the job description. Likewise the results of research from Rahmi (2014) that the importance of building OCB cannot be separated from the commitment of employees in the organization.

H3: It is highly suspected that Organizational Commitment has a positive and significant effect on OCB.

Commitment is one variable that is widely known to have a close relationship with OCB (Organ, 2003). Employees who have a high Organizational Commitment will do not only the tasks that have become their obligations but will voluntarily do things that can be classified as extra effort. OCB is a willingness to do a task beyond its main task or a willingness to do a task outside a predetermined formal task or role without formal requests and rewards from the organization.

If employees in an organization have OCB, then the effort to control employees decreases, because employees can control their own behavior or can choose the best behavior for the benefit of the organization. Satisfied employees are more likely to talk positively about the organization, help colleagues, and make their performance exceed normal expectations, moreover, satisfied employees are more obedient to the call of duty, because they want to repeat they're positive experiences (Robbins, 2006). Research results from Devi and Adnyani (2015) found that Job Satisfaction can have a positive and significant effect on Organizational Citizenship Behavior through Organizational Commitment.

H4: It is suspected that Organizational Commitment can mediate the effect of job satisfaction on OCB.

Conceptual Framework

Based on this description, a conceptual framework of research can be presented,

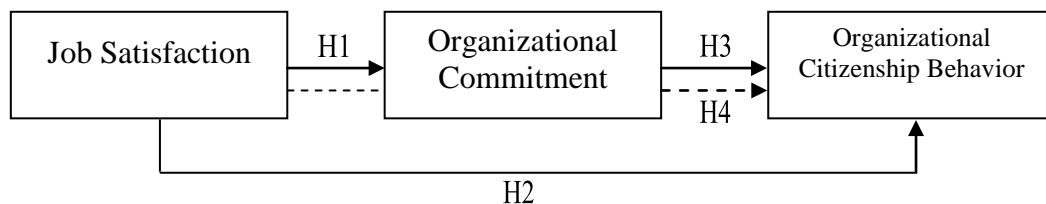


Figure 1. Conceptual Framework

METHODS

This research is causal associative research. The number of the population used in this study and it was felt that it was entirely affordable, so the respondent was taken using the census method, which was to take the entire population to become research respondents, namely 50 personnel of Police Criminal Investigation Unit. The data collection tool is a questionnaire. Data analysis and hypothesis testing of this study were carried out with the Partial Least Square (PLS).

RESULT

To determine the significance level of the path coefficient, the t-value generated by running the Bootstrapping algorithm is used to determine whether the proposed hypothesis is accepted or not. At the 0.05 significance level, the hypothesis will be supported if the significance level is below 0.05 (5%). The results of the significance level test can be seen in table 1.

Table 1. Model Structural Test Results

Influence Between Variables	Coefficient	T-Statistics	P-Value	Information
Job Satisfaction -> Organizational Commitment	0.598	10.305	0.000	Significant
Job Satisfaction -> OCB Organizational Commitment -> OCB	0.230	1.778	0.041	Significant
Job Satisfaction -> Organizational Commitment-> OCB	0.634	6.459	0.000	Significant
Job Satisfaction -> Organizational Commitment-> OCB	0.379	5.758	0.000	Significant

Based on the table above, it can be seen that:

- 1) Job satisfaction has a positive and significant effect of 0.598 on the Organizational Commitment of Personnel in Police Criminal Investigation Unit with a value of P-value of 0.000. When compared with the significance level of 0.05 (5%), then Pvalue> Significance level which means significant, so it can be concluded that the first hypothesis can be accepted.
- 2) Job satisfaction has a positive and significant effect of 0.230 on the Organizational Citizenship Behavior of Personnel in Police Criminal Investigation Unit with a value of 0.041. When compared with the significance level of 0.05 (5%), then Pvalue> Significance level which means significant, so it can be concluded that the second hypothesis is accepted.
- 3) Organizational Commitment has a positive and significant effect of 0.634 on the Organizational Citizenship Behavior of Personnel in Police Criminal Investigation Unit with a value of 0.000 P-value. When compared with the significance level of 0.05 (5%), then Pvalue> Significance level which means significant, so it can be concluded that the third hypothesis can be accepted.
- 4) Job satisfaction has a positive and significant influence of 0.379 on the Organizational Citizenship Behavior through the Commitment of Personnel in Police Criminal Investigation Unit with a value of P-value of 0.000. When compared with the significance level of 0.05 (5%), then Pvalue> Significance level which means significant, so it can be concluded that the fourth hypothesis can be accepted.

DISCUSSION

The Effect of Job Satisfaction on Organizational Commitment

The results showed that Job Satisfaction has a significant effect on the Organizational Commitment of Personnel in the Police Criminal Investigation Unit. The job satisfaction felt by personnel can increase commitment to work, meaning that the higher the job satisfaction, the higher the Commitment of personnel. Conversely, the lower the job satisfaction, the lower the personnel Commitment.

There are consequences when the Personnel like their job, and there are consequences when the Personnel doesn't like their job. One of these responses is Commitment or loyalty to work. This means that personnel defend the organization when faced with external criticism and trust the organization and its management to do the right thing, including in the implementation of their work (Robbins and Judge, 2008: 111-112). Therefore, Job Satisfaction is a variable that is closer to or more dominant in influencing Personnel Commitment.

This finding is reinforced by the results of research from Nauli (2012) and Hasan (2012) that job satisfaction can affect commitment. The results of research conducted by Puspitawati and Riana

(2014) found that the satisfaction felt by a member in carrying out their duties and responsibilities cannot be ruled out because it can affect Organizational Commitment. This is due to the positive attitude he feels at work so that it will form loyal or committed behavior to his work and organization.

Effect of Job Satisfaction against Organizational Citizenship Behavior

The results showed that Job Satisfaction significant effect on Organizational Citizenship Behavior. Job Satisfaction can influence the behavior of workers in groups and individually. What is meant by job satisfaction is the emotional state of personnel that occurs or does not occur at a meeting point between the value of remuneration of personnel and the company with the level of remuneration expected by the personnel concerned (Martoyo, 2000).

Robbins and Judge, 2008, stated that it is logical to regard job satisfaction as a major predictor of OCB because satisfied personnel tends to speak positively about the organization, help other individuals and pass normal expectations in their work. In addition, personnel who are satisfied may give more roles because they respond to their positive expectations.

Organizational Citizenship Behavior can arise from various factors in the organization, including the existence of job satisfaction from personnel and high organizational commitment (Robbin and Judge, 2008). George and Brief (1992) argue that a person's willingness to help others is also influenced by mood or pleasure at work.

This finding is reinforced by the results of research by Angelina and Subudi (2014), which found that employee job satisfaction has a positive and significant effect on OCB. Likewise, research conducted by Lee, et al. (2013) found that job satisfaction has a positive effect on OCB.

The Effect of Organizational Commitment on Organizational Citizenship Behavior

The results showed that Organizational Commitment significant effect on Organizational Citizenship Behavior. The importance of building OCB cannot be separated from the commitment of Personnel in the organization. The commitment of Personnel will encourage the creation of OCB. Organizational commitment is one of the factors that influence OCB (Gautam et al, 2004).

Organizational Citizenship Behavior can arise from various factors in the organization, including the existence of job satisfaction from personnel and high organizational commitment (Robbin and Judge, 2008). In addition, according to Kreitner and Kinicki (2008), OCB has a positive correlation with Organizational Commitment.

This finding is reinforced by the results of research conducted by Setiawan, (2009) who found that Organizational Commitment has a positive effect on OCB. The higher the level of Organizational Commitment, the higher the willingness of employees to do jobs outside the job description. Likewise, research results from Beny et al (2015) found that work commitment has a positive and significant effect on employee OCB. Research conducted by Rita (2012) found that job satisfaction as described by pay satisfaction has a positive effect on OCB.

The Effect of Job Satisfaction on Organizational Citizenship Behavior through Organizational Commitment

The results showed that Job Satisfaction has a significant effect on Organizational Citizenship Behavior through the Commitment of the Civil Service Unit of the Police of West Lombok Police. Job Satisfaction possessed by Personnel can increase the behavior of extra personnel at work if it is mediated by the Personnel Organizational Commitment factor. meaning that the higher the Organizational Commitment, the higher effect of job satisfaction on the Organizational Citizenship Behavior of Personnel. Conversely, the lower the Personnel Organizational Commitment, the lower the effect of job satisfaction on the Organizational Citizenship Behavior of Personnel.

CONCLUSION

- 1) Job satisfaction has a positive and significant influence on the Organizational Commitment of Personnel. The job satisfaction felt by personnel can increase the behavior of extra personnel at work. There are consequences when the Personnel like their job, and there are consequences when the Personnel doesn't like their job. One of these responses is Loyalty or it can be said as Commitment.
- 2) Job satisfaction has a positive and significant influence on the Organizational Citizenship Behavior of Personnel. The job satisfaction felt by personnel can increase the behavior of extra personnel at work. Job satisfaction can show important aspects in a job that shows someone's feelings at work. This feeling of pleasure will affect the behavior of workers as a group and individually.
- 3) Organizational Commitment has a positive and significant influence on the Organizational Citizenship Behavior of Personnel. The importance of building OCB can be separated from the commitment of Personnel in the organization. The commitment of Personnel will encourage the creation of OCB.
- 4) Job satisfaction has a significant effect on Organizational Citizenship Behavior through the Commitment. Job Satisfaction possessed by Personnel can increase the behavior of work if it is mediated by the Commitment factor.

RECOMMENDATION

Some suggestions that can be recommended based on the research results are as follows:

- 1) So far, the facilities provided by the institution in supporting the work of personnel have indeed met the set standards but have not been fully optimal. Therefore, this working facility should be further improved by management in the future to increase personnel job satisfaction.
- 2) The aspect of personnel commitment is an important thing for the organization to pay attention to. Especially in the aspect of the Personnel paradigm, who feel that they are part of the personnel who work at the Police Criminal Investigation Unit is the dream and aspiration of many people. Because it is hard for them to quit their current job.
- 3) The work environment must be arranged in such a way by the management so that it becomes a conducive work environment and is highly favored by personnel at work. Small examples are parking facilities and coordinating meeting places for personnel. These facilities are very small and can only accommodate a few people so that not all personnel can coordinate in the process of meeting activities. Parking facilities that do not yet exist are also still an important job because the risk of theft is getting bigger. The personnel doing the parking are not accommodated in one place but scattered in various places.

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