
The Effect of Job Characteristics on Organizational Citizenship Behavior (OCB) with Employee Job Satisfaction as an Intervening Variable in The Banking Sector

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Abstract

The aim of this research is to determine the influence of job characteristics on organizational citizenship behavior which is mediated by job satisfaction in the banking sector in Malang City, namely PT. Bank Rakyat Indonesia, Kawi Malang Branch. This type of research uses a quantitative approach with a sample of 95 respondents. The source of data obtained in this research was obtained from distributing questionnaires (primary data). Meanwhile, the data analysis technique used in this research uses path analysis. The research results show that job characteristics have a positive and significant effect on organizational citizenship behavior. Job characteristics have a positive and significant effect on employee job satisfaction. Likewise, employee job satisfaction has a positive and significant effect on organizational citizenship behavior. In addition, job satisfaction is proven to mediate the relationship between job characteristics and organizational citizenship behavior.

Keywords: Job Characteristic, Organizational Citizenship Behavior, Job Satisfaction

Abstrak

Tujuan penelitian ini adalah untuk mengetahui pengaruh karakteristik pekerjaan terhadap *organizational citizenship behavior* yang dimediasi oleh kepuasan kerja pada sektor perbankan di Kota Malang yakni PT. Bank Rakyat Indonesia Cabang Kawi Malang. Jenis penelitian ini menggunakan pendekatan kuantitatif dengan sampel sebanyak 95 responden. Sumber data yang diperoleh dalam penelitian ini diperoleh dari penyebaran kuesioner (data primer). Sedangkan teknik analisis data yang digunakan dalam penelitian ini menggunakan analisis jalur. Hasil penelitian menunjukkan bahwa karakteristik pekerjaan berpengaruh positif dan signifikan terhadap *organizational citizenship behavior*. Karakteristik pekerjaan berpengaruh positif dan signifikan terhadap kepuasan kerja karyawan. Begitu pula kepuasan kerja karyawan berpengaruh positif dan signifikan terhadap *organizational citizenship behavior*. Selain itu, kepuasan kerja terbukti memediasi hubungan antara karakteristik pekerjaan dan perilaku kewargaan organisasi.

Kata Kunci: Karakteristik Kerja, Perilaku Kewargaan Organisasi, Kepuasan Kerja

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INTRODUCTION

Human resources (HR) are an important element needed by the company because it is one of the factors that shape the organizational environment. Every contribution made by an individual will influence the organization's efforts to achieve its goals. The success of an organization is inseparable from management's ability to respond to changes that occur, both environmental and environmental changes. To adjust to the changes that occur there are things that need to be considered by management, namely employees who have Organizational Citizenship Behavior (OCB). Robbins (2018) argues that OCB is the behavior of employees who consciously voluntarily contribute to the psychological and social environment at work even though the work is not part of the formal work set by the company. An organization is said to be successful if it has employees with OCB behavior at work because every organization needs and wants employees who do things outside of any job description because employees who exhibit OCB behavior will generally increase the efficiency and effectiveness of the company. A successful organization is not only about the OCB behavior of each employee but also requires clear job characteristics. Job characteristics according to Robbins (2018) are a detailed job description and describe the different aspects of skills and tasks in the performance or completion of the job. A successful organization is not only about the OCB behavior of each employee, but also requires clear job characteristics to facilitate changes in creating a work environment for performance measures and productivity characterized by work. Job characteristics according to (Robbins, 2018) are detailed job descriptions describing various aspects of different skills and tasks in the performance or completion of work.

Job characteristics are the basis of organizational structure and employee job satisfaction, which plays an important role in the success and survival of the organization. Hackman and Oldham (1974) suggested that the job characteristic model has five main dimensions, namely skill variety, task identity, task significance, autonomy and feedback. Each part of job characteristics includes the main aspects of work that can influence a person's job satisfaction. The more diverse types of work activities carried out, the more useful the work will be. Because if someone does the same job and over and over again, it will feel boring and result in boredom. Job characteristics are carried out by identifying all jobs, tasks, responsibilities that exist within the organization, and are allocated to the job design that is absolutely necessary for every organization. In job characteristics, a number of tasks are divided into individual or group tasks with the aim of making the work more well-directed so that the work can be carried out efficiently effective and efficient to motivate employees to do their work better. The results of research conducted by Titin *et.al.* (2021) and Meilina (2016) show the results that job characteristics have a direct and significant effect on OCB. However, there are differences in the findings of research results conducted by Rahajaan *et.al.* (2012), Otmo (2013) and Arisanti (2015) which show the results that job characteristics do not have a significant effect on OCB. Another research conducted by Widowati (2015), Mahayanti and Sriathi (2017), and Saputra (2021) shows the results that job characteristics have a significant influence on employee job satisfaction. Meanwhile, the research of Januardi and Budiono (2021) and Kadir *et.al.* (2017) found that job characteristics do not have a significant effect on job satisfaction.

Considering the differences in research findings, the researchers included the job satisfaction variable as an intervening variable to mediate the relationship between job characteristics variables and OCB. Robbins (2018) suggests that satisfaction is a general attitude towards one's work as the difference between the amount of salary received and the amount of salary one believes one should receive. Job satisfaction is a key factor for the success of an organization that grows and develops because it will

influence the productivity expectations of managers. Employees who are happy with their work will stay with the company and develop so that the company can survive in an unstable and competitive business environment. With job satisfaction and work motivation among employees, employees will be willing to give their best effort to carry out all work in accordance with their responsibilities.

PT. Bank Rakyat Indonesia Malang Kawi Branch is one of the largest state-owned banks operating in Indonesia. Bank BRI Malang Kawi Branch is known to be a branch office with a level of mastery and has strong competitiveness in Malang so the workload borne by each employee is very high. To achieve the vision and mission of the organization and overcome the workload, companies need to have employees with OCB behavior and pay attention to the job characteristics given to their employees. Employees at Bank Rakyat Indonesia Malang Kawi Branch still have low awareness of job characteristics and OCB behavior. This can be seen from the results of the questionnaire where there are still many employees who are not satisfied with the design of the work given and there is still a lack of teamwork and commitment to assist activities within the company. The low awareness of OCB and the ineffectiveness of specified job characteristics will have an impact on low employee job satisfaction. Therefore, the purpose of this research is to analyze the effect of job characteristics on OCB mediated by job satisfaction.

LITERATURE REVIEW

Organ, *et.al.* (2006) defines OCB as individual choices and initiatives that are unrelated to the organization's reward system, but enhance overall organizational effectiveness. Meanwhile, Robbins (2018) defines OCB as a choice that is not part of a formal job obligation, but supports the effective functioning of the organization. Job characteristics according to Robbins (2018) is a job description that is defined in terms of the diversity of skills and responsibilities in completing the job. Meanwhile Saweduling (2013) explaining job characteristics is the implementation of employee duties including abilities, responsibilities and types of work as well as the level of satisfaction obtained by individuals. Robbins (2018) argues that job satisfaction is a person's general attitude towards his work as the difference between the salary received and the amount of salary that is believed to be received. As according to Hamali (2016) Job satisfaction is the attitude of employees towards work related to the work environment, cooperation between employees, remuneration received at work, and other factors related to physical and psychological factors. The greater the variation in jobs, the more opportunities there are for employees to display OCB (Barnes, *et.al.* 2013). In a study conducted by Titin *et.al.* (2021) and Dewi,*et.al.* (2021) found that job characteristics had a significant effect on the indicators of significant positive tasks and significant autonomy on OCB. However, the research by Otmo (2013) and Arisanti (2015) showed that job characteristics had no significant effect on OCB. The higher the achievement score for job characteristics, it means that the job has high complexity which provides a challenge to determine the potential that work creates internal motivation, increases growth and job satisfaction and increases efficiency and effectiveness Robbins (2018). In the research of Mahayanti and Sriathi (2017) and Saputra (2021) the results show that job characteristics have a significant influence on employee job satisfaction. Meanwhile in Januardi and Budiono (2021) and Kadir *et.al.* (2017) research found that job characteristics do not significantly influence job satisfaction. Robbins (2018) states that job satisfaction is a determining factor for OCB behavior because satisfied employees will do more for the organization in their work and even employees will do other things outside of work. Huda (2018) and Hidayah and Harnoto (2018) in his research showed the results that there is a significant influence between job satisfaction variables on OCB variables. However, in Anjarwati *et.al.*

(2019), Siregar and Prasety (2015) and Darmawati and Indartono (2015) research found different results which state the opposite result that job satisfaction has no significant effect on the OCB variable. In the study of the influence of job characteristics on OCB with job satisfaction as an intervening variable conducted by Irawan (2012) said that job satisfaction has a significant effect on OCB behavior and he found that job satisfaction has been shown to mediate the effect of job characteristics on OCB. However, in Arisanti (2015) dan Otmo (2013) research found different results indicating that there is no significant effect of job characteristics on OCB through employee job satisfaction. Based on the explanation above, it was found that the hypotheses proposed in this study included:

H1 : job characteristics have a significant effect on OCB.

H2 : job characteristics have a significant effect on employee job satisfaction

H3 : employee job satisfaction has a significant effect on OCB

H4 : job characteristics have a significant effect on OCB with job satisfaction as an intervening variable.

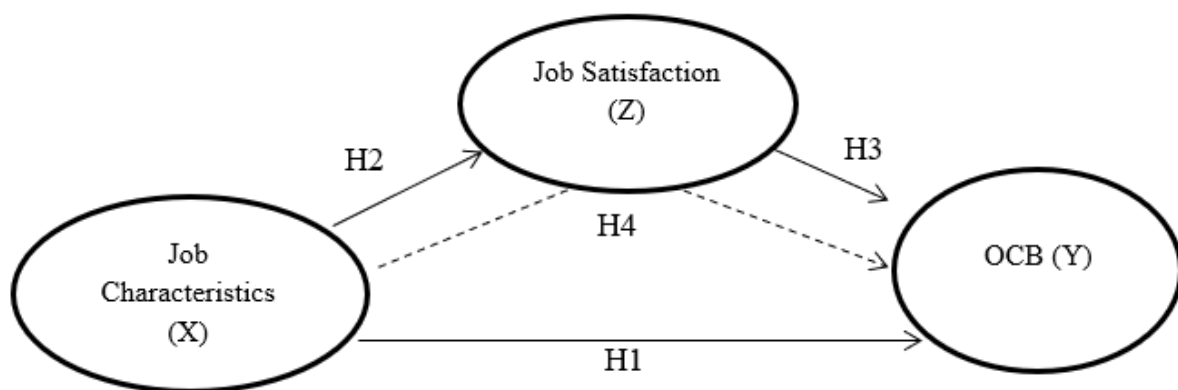


Figure 1. Research Framework

RESEARCH METHODS

This study uses explanatory research methods with quantitative data types. This research was conducted at PT. Bank Rakyat Indonesia Malang-Kawi Branch located on Jl. Kawi No. 20-22, Kauman, Klojen, Malang City, East Java with the population used, namely all employees of PT. Bank Rakyat Indonesia Malang Kawi Branch with a total of 125 people. The sampling technique in this study used a proportional random sampling technique which was carried out if the population had elements of stratification that were not homogeneous and proportional resulted 95 employee as sample in this research. The data collection method used is using a questionnaire that is distributed directly to employees according to a predetermined sample. The data measurement used in this study used a modified Likert scale of 4-point intervals. Analysis data using Path Analysis.

RESULTS AND DISCUSSION

The results of the characteristics of the respondents showed that the respondents in this study were dominated by women with an age range of 20-35 years, the last education was dominantly Bachelor's degrees, and the length of work ranged from > 6 years and the most positions were dominated by the relationship manager section. The demographic details of the respondents can be seen in the following table:

Table 1. Respondent Demography

Information	Items	Respondents (N=95)	Percentage
Gender	Man	45	47%
	Woman	50	53%
Age	20-35	53	56%
	36-45	37	39%
	> 45	5	5%
Last Education	Senior High School	-	-
	D3	11	12%
	S1	82	86%
	S2	2	2%
Tenure	< 1	2	2%
	1-3	23	24%
	4-6	32	34%
	> 6	38	40%
Position	Auditors	5	5.3%
	Manager	4	4.2%
	Account Officer	17	18%
	Administration Credit	8	8.4%
	Supervisors	5	5.3%
	Relationship Manager	19	20%
	Funding and services	11	12%
	Transactions and Logistics	9	9.5%
	Tellers	7	7.4%
Customer Service	10	10.5%	

Source: Data processed (2023)

The validity indicator is seen based on the value of $r_{count} > r_{table}$. A questionnaire is said to be valid and suitable for use as research data analysis if the value of $r_{count} > r_{table}$ with a significance level of 5%. Validity test can be seen in the following table:

Table 2. Validity and Reliability

Variable	Items	r_{count}	r_{table}	Explanation
Job Characteristics	X1	0.490	0.168	Valid
	X2	0.460	0.168	Valid
	X3	0.580	0.168	Valid
	X4	0.534	0.168	Valid
	X5	0.430	0.168	Valid
	X6	0.599	0.168	Valid
	X7	0.583	0.168	Valid
	X8	0.364	0.168	Valid
	X9	0.501	0.168	Valid
	X10	0.435	0.168	Valid
OCB	Z1	0.390	0.168	Valid
	Z2	0.692	0.168	Valid
	Z3	0.592	0.168	Valid
	Z4	0.557	0.168	Valid
	Z5	0.543	0.168	Valid
	Z6	0.627	0.168	Valid
	Z7	0.583	0.168	Valid
	Z8	0.627	0.168	Valid
	Z9	0.660	0.168	Valid

Variable	Items	r_{count}	r_{table}	Explanation
Job Satisfaction	Z10	0.692	0.168	Valid
	Y1	0.789	0.168	Valid
	Y2	0.711	0.168	Valid
	Y3	0.789	0.168	Valid
	Y4	0.628	0.168	Valid
	Y5	0.561	0.168	Valid
	Y6	0.543	0.168	Valid
	Y7	0.523	0.168	Valid
	Y8	0.631	0.168	Valid
	Y9	0.705	0.168	Valid
	Y10	0.711	0.168	Valid

Source: Data processed (2023)

Based on Table 2 above, it can be concluded that all variables show the results of $r_{count} > r_{table}$ or above 0.168, which means that all indicators in the table are said to be valid and can be used as material for data analysis in this study. As for the reliability of the questionnaire can be seen in the following table:

Table 3. Reliability Test Result

Variable	Cronbach Alpha (0,60)	Explanation
Job characteristics	0.662	Reliable
OCB	0.799	Reliable
Job Satisfaction	0.854	Reliable

Source: Data processed (2023)

Based on the table 3above, it can be concluded that all variables have a Cronbach Alpha value > 0.60 , which means that all variables are reliable.

Table 6. Direct Hypothesis Results

Variable	Unstandardized Coefficients	Standart Coefficients Beta	t	Sig.	Explanation
Job Characteristics → OCB	0.882	0.736	10.481	0.001	Significant
Job Characteristics → Job Satisfaction	0.851	0.650	8.254	0.001	Significant
Job Satisfaction → OCB	0.868	0.947	28.357	0.001	Significant

Source: Data processed (2023)



Figure 2. Path Analysis Result

Based on the table above, information is obtained regarding the results of the direct influence test that has been carried out. In the results of testing the effect of job characteristics on OCB, it was found that the beta coefficient was 0.736, t_{count} was 10.481 and the probability was 0.001 ($p < 0.005$). These results can be concluded that job characteristics have a significant effect on OCB. That is, the better the job characteristics given by the company, especially on the autonomy indicator related to work flexibility, the better the OCB behavior shown by employees at work, especially on the conscientiousness indicator, namely the voluntary behavior of doing work beyond the predetermined job characteristics without expecting any reward. The results of the analysis show that job characteristics at PT. Bank Rakyat Indonesia is very good where the work provided by the company has varied and must be completed as a whole so that the results of the work can be identified. An employee is also given freedom and work flexibility to facilitate and provide flexibility for them in planning or determining the procedure for the sequence of work implementation. And the company also provides direct and clear information related to the performance results of its employees. Likewise with OCB behavior at PT. Bank Rakyat Indonesia is rated very highly, all employees have shown their OCB behavior at work such as being willing to do tasks outside of job characteristics or set working hours even though they are not given any compensation. Every employee is also willing to help co-workers even outside of their duties and is willing to replace co-workers who are on leave or sick. Meanwhile, job satisfaction felt by employees of PT. Bank Rakyat Indonesia is considered very satisfied. The work provided is in accordance with the expertise of employees and the salary received is also in accordance with the work performed, the Company provides a promotion policy to motivate its employees to work harder. There is a positive and significant influence between job characteristics on OCB, especially on the autonomy indicator, where the more flexible a job is and an employee is given freedom in determining the order in which his work is carried out, the more flexible they will feel and will eventually show OCB behavior in the workplace. These results are in line with research conducted by Titin *et.al.* (2021) and Dewi,*et.al.* (2021) who found results that job characteristics had a positive and significant effect on OCB.

The effect of job characteristics on job satisfaction shows that the beta coefficient is 0.650, t_{count} is 8.254 and the probability is 0.001 ($p < 0.005$). These results indicate that job characteristics have a significant effect on employee job satisfaction at PT. Bank Rakyat Indonesia Malang Kawi Branch. That is, the better the job characteristics given, the job satisfaction of employees also increases. Based on the results of the analysis, it shows that the better the job characteristics, especially on the autonomy indicator, namely work flexibility, the employee's job satisfaction will increase. There is a positive and significant influence between job characteristics on job satisfaction where if the determination of job characteristics given by the company is very clear and appropriate then every employee will feel very satisfied because the work, they do does not make them bored or bored, so does the company always give freedom to its employees in determining the order of work procedures. The results of this analysis are in line with the research conducted by Rahajaan *et.al.* (2012), Saputra (2021) and Widowati (2015) which state that the job characteristics variable has a significant effect on employee job satisfaction.

On the effect of job satisfaction on OCB shows the results of the beta coefficient of 0.947, t_{count} is 28.357 and the probability is 0.001 ($p < 0.005$). From these results it can be concluded that job satisfaction has a significant effect on OCB, which means the higher the level of job satisfaction felt by employees of PT. Bank Rakyat Indonesia, the better the OCB behavior shown at work. The results of the analysis show that the higher the employee's job satisfaction, especially on the supervisor indicator,

namely the direction and approach taken by the superior, the better the OCB behavior that will be displayed while the employee is working. Based on the table and figure above, it can be seen that the indirect effect has a higher score than the direct effect, so it can be concluded that job satisfaction is able to mediate the relationship between job characteristics and OCB. That is, if the job characteristics given to employees are good and clear, it will increase job satisfaction and will make these employees indirectly show OCB behavior in the workplace. There is a positive and significant influence between job satisfaction on OCB, meaning that the more satisfied the perception felt by employees, especially on the supervisor indicator, namely superiors who always provide support, direction and motivation to their subordinates while working, the higher the OCB behavior shown by employees at work, especially during indicators of conscientiousness, namely voluntary behavior of doing work outside of predetermined job characteristics without expecting any reward. These results are in line with research conducted by Fadholi (2013), Fitrianasari *et.al.* (2013), Mahayanti and Sriathi (2017) which state that the variable of job satisfaction has a significant effect on OCB.

Based on the results of the Sobel test calculator test above, a one-sided probability result is $0.00298 < 0.05$, so it can be concluded that the research hypothesis is proven to be accepted. This shows that fluctuating job satisfaction mediates the relationship between job characteristics and OCB. The calculation results show that the indirect effect has a score that is greater than the direct influence score, meaning that if a company wants each of its employees to show OCB behavior, then the company must pay attention to determining job characteristics so that employees do not feel bored and bored at work so that it can increase employee job satisfaction both towards work and work environment. And if employees feel very satisfied with their work, they will indirectly show OCB behavior at work, such as helping activities for the sustainability of the company's life, being willing to do more work beyond the job characteristics or working hours that have been set even without being given any compensation and so on.

CONCLUSION

Based on the results of the research and discussion conducted, it can be concluded that job characteristics are in the very good category, the OCB shown by employees of PT. Bank Rakyat Indonesia is also very high, and employee job satisfaction is in the very satisfied category. Job characteristics have a positive and significant effect on OCB, meaning that the better and clearer the determination of job characteristics given by the company to its employees, the higher the OCB behavior shown by employees at work. Job characteristics have a positive and significant effect on job satisfaction, which means, the better and clearer the determination of job characteristics given by the company to its employees, the higher the job satisfaction of the employees themselves. Job satisfaction has a positive and significant effect on OCB, meaning that the more satisfied an employee is either in work or in the work environment, the higher the OCB behavior shown in the workplace.

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