

WORK SATISFACTION MEDIATION ON THE EFFECTS OF ORGANIZATIONAL SUPPORT TOWARDS ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Khoridatun Nisa ¹, Susi Widjajani ², Budiyanto ³
Faculty of Economics
Universitas Muhammadiyah Purworejo
E-mail: khorinisa@gmail.com

ABSTRACT

Organizational citizenship behavior can be influenced by many factors, including perception of organizational support and job satisfaction. Perception of organizational support and job satisfaction are two things that are interrelated and can affect organizational citizenship behavior. This study aims to examine the effect of organizational support perception on organizational citizenship behavior, perception of organizational support for job satisfaction, job satisfaction on organizational citizenship behavior, as well as the influence of perception of organizational support for organizational citizenship behavior through job satisfaction as a mediating variable. The population in this study were employees of regional companies in Kebumen Regency. The sample of this study was taken using a purposive sampling technique with the criteria of employees who had a minimum work period of 1 year and had senior high school/ equivalent education at least 99. The data collection used a questionnaire with alternative answers options using the Likert scale method, each of which had already been tested and met the validity and reliability requirements. This study tested the hypothesis using regression analysis. The results of data analysis show that there is a positive and significant influence of perception of organizational support towards organizational citizenship behavior; perception of organizational support towards job satisfaction; job satisfaction towards organizational citizenship behavior; and perception of organizational support towards organizational citizenship behavior through job satisfaction as the mediating variables.

Keywords: *job satisfaction, organizational citizenship behavior, perception of organizational support*

INTRODUCTION

Achieving high productivity is one of the most important targets for a company. High productivity will improve the quality of the company so that the goal of the company will be eventually accomplished. Besides, high productivity can be obtained if

employees are able to work optimally and human resource management can play an excellent role. Therefore, human resource management takes an essential part in determining the success of the company (Noe et al., 2014). The success of the company in achieving

its goals is primarily determined by positive organizational behavior of its members. The positive employee behavior, which is not formally available but in line with expectations of the company and can maintain effectiveness as well as organizational efficiency, is called the Organizational Citizenship Behavior (OCB) (Suresh & Venkatamal, 2010).

Markozy in Titisari (2014) suggests that good employees tend to display organizational citizenship behavior in their work environment; thus, the organization would be better with employees who act with organizational citizenship behavior. Furthermore, Wirawan (2014) states that the existence of organizational citizenship behavior may increase the quantity and quality of productivity of the employees and organizations as well as improve the effectiveness and efficiency of the organization.

According to Organ (1988), organizational citizenship behavior is free individual behavior which is not directly or explicitly connected to a formal reward system. This statement corresponds to Robbins and Coulter (2007). They argue that organizational citizenship behavior is rational behavior that is not part of the official work of employees. However, this behavior can make the organization more effective.

The organizational citizenship behavior of employees will make it easier for an organization to achieve its goals. Wirawan (2014) mentions that the company would obtain various benefits from its employees' attitudes that reflect organizational citizenship behavior, for instance, employees will help their colleagues,

help customers, respect their colleagues, go to work early, return from work late and take care the organization's property well.

Organizational citizenship behavior performed by employees indicates that employees feel supported for their contribution to the organization; it can be called perception of organizational support. The perception of organizational support is the level at which employees believe that the organization evaluates their contribution and cares about their welfare (Robbins and Judge, 2015).

Employees with a keen perception of organizational support are more likely to have a high level of organizational citizenship behavior. Eisenberger (1986) argues that the perception of organizational support grows among employees through the process of personification of the organization into the people who manage it (management board).

The perception of organizational support also indirectly influences organizational citizenship behavior with the mediating role of job satisfaction. This notion is in accordance with Herzberg (1959) who posits that rewards and working conditions are dimensions of the causes of job satisfaction and job dissatisfaction. High and low rewards and working conditions which are forms of perception of organizational support will affect the organizational citizenship behavior of employees. Also, Rhoades & Eisenberger (2002) claim that rewards and working conditions are determinants of perception of organizational support.

The perception of organizational support experienced by employees will also result in self-satisfaction. As mentioned by Luthans, (2006) job satisfaction is the result of the employees' perception of how well the work of employees gives things that are considered significant. It is in line with Gibson et al. (2012) who explain that job satisfaction is a people's attitude towards their work. This attitude stems from their perception of their work.

Robbins and Judge (2015) say that employees with strong perception of organizational support are more likely to have lower levels of delay and better customer service. Whereas according to Wirawan (2014) employees who improve their work effort and minimize absences, as well as work delay, are those feeling job satisfaction. Moreover, Organ (1997) describes the positive implications of organizational leadership, job satisfaction, perception of justice, superiors' support and organizational commitment towards organizational citizenship behavior indicators, which are called altruism. Likewise, Robbins and Judge (2015) also assume that job satisfaction is a significant determinant of organizational citizenship behavior.

Based on the background as mentioned above, the presence of organizational citizenship behavior, perception of organizational support and job satisfaction are considered pivotal for the organization. Therefore, this study aims to find out the effect of the organizational support perception on organizational citizenship behavior, perception of

organizational support on job satisfaction, job satisfaction on organizational citizenship behavior. In addition, it examines the influence of perception of organizational support on organizational citizenship behavior through job satisfaction as a mediating variable.

LITERATURE REVIEW

Organizational citizenship behavior as free individual behavior that is not explicitly recognized in the formal reward system (Organ, 1988). In line with what was stated by Robbins and Coulter (2007), organizational citizenship behavior is such sensible behavior that is not part of the employees 'official work; however, this behavior can make an organization more effective.

Organizational citizenship behavior may provide confidence in the social life of an organization (Smith et al., 1983). With the existence of organizational citizenship behavior, employees will be highly reliable and competent (Mangundjaya, 2012). Moreover, Wirawan (2014) states that several factors may influence organizational citizenship behavior, such as personality, organizational culture, organizational climate, job satisfaction, organizational commitment, leadership, responsibility, employees' social responsibility, employees' age, work involvement, collectivism, and organizational justice.

The dimensions used to conceptualize organizational citizenship behavior are aspects developed by Organ (1988), i.e., first, altruism. It is the behavior of employees in helping their coworkers

who experience difficult situation regarding both tasks in the organization and personal problems. Second, conscientiousness is the behavior shown by trying to exceed what is expected by the company. It is volunteerism that is not an obligation or duty of employees. The third is sportsmanship; it is a behavior that tolerates less ideal conditions in the organization without raising objections. A person who has a high level of integrity will improve a favorable climate among employees, and employees will be politer and cooperative; hence, it will create a pleasant work environment.

Fourth is courtesy—maintaining good relations with colleagues to avoid interpersonal problems. Someone who has this behavior is someone who values and attaches importance to others. The last is Civic Virtue; this behavior indicates responsibility in the life of the organization (following changes in the organization, taking an initiative to recommend how the organization's procedures can be improved and protecting the resources owned by the organization).

The perception of organizational support is the trust of employees regarding the extent to which their organizations value their contributions and pay attention to the wellbeing (Rhoades and Eisenberger, 2002). Meanwhile, according to Robbins and Judge (2015), perception of organizational support is the extent to which employees believe organizations value their contributions and care about their welfare. Shore & Wayne (1993) propose that the perception of

organizational support is employees' beliefs regarding the extent to which organizational commitment to them (employees) is seen from the organization's appreciation of their contribution and concern for their wellbeing.

According to Rhoades and Eisenberger (2002), several dimensions form perception of organizational support, i.e., the first is fairness; it regards the procedure for providing justice by determining the distribution of resources for what employees have given. An example of fairness in decisions regarding the allocation of resources is by showing attention to the employees' welfare. The second is supervisor support.

Employees form a global perception concerning their assessment of the organization. Employees will develop a general view of the extent to which employers value their contributions and care about their wellbeing. Supervisors act as agents of organizations who are responsible for leading and evaluating the performance of their subordinates. As results, employees can see their supervisor's orientation as an indication of organizational support (Eisenberger et al., 1986).

The fourth is the organizational reward and job condition; it constitutes rewards and working conditions that can affect employees' perception of the support provided by the organization. There are several forms of organizational rewards and working conditions, such as a) Recognition, pay, and promotions (recognition, salary and promotion opportunities). According to the theory of organizational

support, the chance to win prizes in the forms of (recognition, salary and promotion opportunities) will increase the favorable judgment on employees for their contribution to the organization. b) Job security; the organization guarantees to retain employees in the future; as results, it will provide a strong indication of the perception of organizational support. c) Autonomy; it essential for the organization to demonstrate their confidence in the autonomy rights of employees in carrying out their work including scheduled work, and various tasks. It will enhance the perception of organizational support.

d) Role stressors; the presence of stressors on employees may result in their inability to face their environment. Stress is related to three aspects, namely overloaded work, lack of clear information about job responsibilities and conflicting job responsibilities. e) Training; Job training is an employee investment that will ultimately improve the perception of organizational support. f) Organization size; employees may feel less valued in a large organization, where highly formalized policies and procedures can reduce their flexibility regarding the individual needs of each employee. Job satisfaction according to Gibson et al. (2012) is the attitude that individuals have towards their work. This attitude stems from their perception of their work based on work environment factors, such as the supervisor's style, policies and procedures, relations with colleagues, working conditions, and benefits. It corresponds with Luthans (2006) which argues that job satisfaction is a result of employees'

perception of how well the work of employees gives things that are considered imperative.

It is similar to Robbins and Judge (2015) who explain that job satisfaction is a positive feeling about work, which results from the evaluation according to its characteristics. Based on the abovementioned understanding, it can be assumed that job satisfaction is an individual's positive emotional attitude towards the work that results from the employees' perception of how the organization treats them. Someone who plans to work expects not only a good salary but also job satisfaction. Wirawan (2014) mentions various factors that cause job satisfaction, for example, the workload itself, working conditions, working environment, working security, compensation, health insurance, pension insurance, career, organizational policy, leadership, supervisor and subordinate relations, co-worker relations, work autonomy, and appreciation.

Wibowo (2016) adds that there are several connections between job satisfaction and other variables namely motivation, work involvement, organizational citizenship behavior, organizational commitment, absenteeism, turnover, perceived stress, and job performance. According to Gibson et al. (2012) there are five dimensions used to measure employees' job satisfaction, namely: 1) salary—the amount of wages received and perceived equity payments, 2) the work itself as the extent to which work assignments are considered attractive and provide opportunities for progress, 3) promotion

opportunities; it is the availability of opportunities to advance in the organization, 4) supervisors—the ability of supervisors to show interest and concern in their employees, 5) colleagues— how much coworkers

can provide support, openness and competence. Based on the conceptual definition of the relationship scheme among the three variables, the framework can be described in Figure 1:

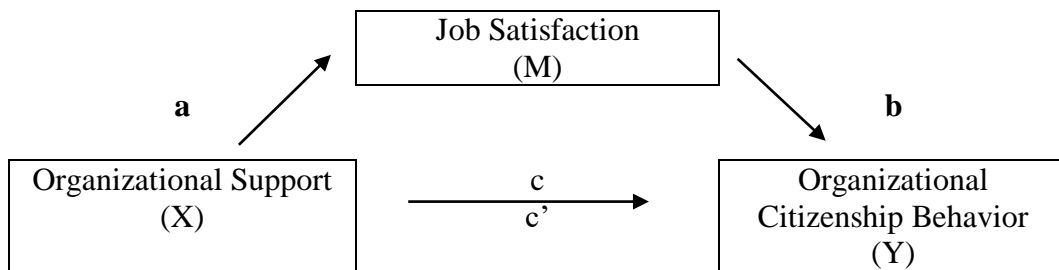


Figure 1. Conceptual Framework

From the framework of the conceptual relationships among the variables, namely perception of organizational support, job satisfaction, and organizational citizenship behavior can be formulated as follows: H1, Perception of organizational support has a positive effect on organizational citizenship behavior. H2, Perception of organizational support has a positive effect on job satisfaction. H3, Job satisfaction has a positive effect on organizational citizenship behavior. H4, Job satisfaction mediates the relationship between perception of organizational support and organizational citizenship behavior.

METHOD

This study was a quantitative research that used a survey method to collect the data. The population in this study was employees of regional companies in Kebumen. The samples of this study were taken using a

purposive sampling technique; the employees who fit the criteria those who had a minimum work period of one year and finished their high school/equivalent education.

The data collection technique in this study used a questionnaire with optional choices using the Likert scale method; each of the questions had been tested and met the validity and reliability requirements. To analyze the data, this study used regression analysis. The hypothesis testing of this research referred to the model developed by Baron and Kenny (1986).

RESULT AND DISCUSSIONS

A variable is said to be a mediator if the variable influences the relationship between the independent variables and the dependent ones (Baron and Kenny, 1986). By employing the SPSS.16 Program, the results of the regression analysis as seen in Table 1.

Table 1. Results of Regression Analysis

Variables	Standardized Beta Coefficient	<i>p-value (sig)</i>
X → Y	0.601	0.000
X → M	0.445	0.000
M → Y	0.544	0.000
X + M → Y	0.359	0.000

The result of regression testing between perception of organizational support and organizational citizenship behavior shows the value of 0.601, with a significance value of 0,000 (p-value <0.05). From the data, it is assumed that the first hypothesis proposed in this study is acceptable. The positive regression coefficient value indicates that the increase in the perception of organizational support affects the level of employees' organizational citizenship behavior.

The perception of organizational support of the employees of regional companies in Kebumen Regency is deemed essential for the company as it has an impact on the increase of productivity of the company. The local company employees, who have positive perception of organizational support due to rewards and working conditions, support of superiors, as well as perceived justice, will apply the norms of mutuality to the company.

This is in accordance with what was stated by Robbins & Judge (2015) that employees who feel supported by the organization would try to do something beyond what the company expects by showing attitudes that reflect organizational citizenship behavior. In addition, the acceptance of the first hypothesis in

this study supports the results of previous studies by Prasetyo (2016) and the Novira and Martono (2015), which concluded that perception of organizational support, have a positive effect on organizational citizenship behavior.

The result of regression testing between the perception of organizational support and job satisfaction variables is 0.445 with the significance of 0.000 (p-value <0.05). According to this data, it is obtained that the second hypothesis proposed in this study, namely the perception of organizational support has a significantly positive effect on job satisfaction, is declared acceptable. It shows that the employees of regional companies in Kebumen Regency will intensify their job satisfaction if they experience perception of organizational support. In other words, the appreciation and working conditions help from superiors, and justice received by the employees will increase their job satisfaction.

The employees with perception of strong organizational support can contribute to the realization of job satisfaction for the employees themselves. This is in accordance with what was conveyed by Rhoades & Eisenberger (2002); they state that it is realized because of the fulfillment of employees' socio-emotional needs, increasing expectations of rewards, the availability of assistance from the organization when needed. Besides, the acceptance of the second hypothesis in this study supports the results of previous research by Maula and Afrianty (2017) and Aswin and Rahyuda (2017) who conclude that.

perception of organizational support has a positive effect on employees' job satisfaction.

The regression test result of the connection between job satisfaction variable and organizational citizenship behavior variable reaches the score of 0.544 with a significance of 0.00 (p-value <0.005). Thus, it can be seen that the value of the third hypothesis proposed in this study, namely job satisfaction has a significant positive effect on organizational citizenship behavior, can be declared acceptable. The acceptance of the third hypothesis in this study shows that the employees of regional companies in Kebumen Regency will experience an increase in organizational citizenship behavior when the satisfaction factors are met. With the provision of appropriate salaries, working conditions, promotion opportunities, and good relations with colleagues and supervisors, it will increase the employees' tolerance of regional companies towards any inconvenience in the organization. The employees of the local companies will play an active role in activities organized by the company, help each other, and minimize problems that occur among them. Meanwhile, with job satisfaction, the employees of the regional companies also try to exceed what the company expects.

This is in line with Robbins & Judge (2015:53) who prove that job satisfaction is moderately correlated with organizational citizenship behavior. If employees are more satisfied with their work, the possibility of carrying out organizational citizenship behavior

will also be higher. Besides, the acceptance of the third hypothesis in this study supports previous research conducted by Aswin and Rahyuda (2017), Darmawanti et al. (2013) and Novira and Martono (2015). They conclude that job satisfaction has a positive effect on organizational citizenship behavior.

According to the result of the comparison of significance in table 1, it can be noticed that the regression coefficient value of organizational support perception (X) as compared to organizational citizenship behavior (Y) is 0.601 with a p-value of 0.000. Meanwhile, organizational support perception (X) regression coefficient of job satisfaction (M) as compared to organizational citizenship behavior (Y) indicates 0.359 with p-value 0,000. The decrease in the regression coefficient value of organizational support perception variable (X) of 0.251 with a p-value that remains significant means that employee job satisfaction acts partially as a mediating variable in the relationship between perception of organizational support and organizational citizenship behavior.

The finding specifies that the fourth hypothesis proposed in this study, namely the perception of organizational support has a significantly positive effect on organizational citizenship behavior with job satisfaction as the mediator, is accepted. It means that the job satisfaction variable can mediate the relationship between perception of organizational support and the organizational citizenship behavior of the regional company employees in Kebumen.

Principally, the employees of the regional companies in Kebumen who feel supported by the organization will try to carry out attitudes that exceed what is expected by the company. The perception of organizational support can be improved through several aspects including justice, superiors' support, rewards, and working conditions. If these are properly fulfilled, the employees will feel that the salaries, promotion opportunities, supervisors, colleagues, and even the workload can make them feel satisfied. Hence, the employees will try to exceed what the company expects, help their fellow employees, be tolerant to the less than ideal situations in the organization, be responsible for the existence of the organization, as well as maintain good affairs with colleagues.

The explanation as mentioned earlier is following what was stated by Herzberg (1959). He argues that that rewards and working conditions are reasons of either job satisfaction or job dissatisfaction. Meanwhile, rewards and working conditions are determinants of perception of organizational support (Rhoades & Eisenberger, 2002). Big and small rewards and working conditions affect the organizational citizenship behavior of employees as well as the level of organizational performance. Thus, the existence of job satisfaction for employees of the regional companies in Kebumen will

strengthen the influence of perception of organizational support towards organizational citizenship behavior.

In addition, the acceptance of the fourth hypothesis in this study supports Aswin and Rahyuda (2017); Novira and Martono (2015); and Maula and Afriaty (2017) who argue that job satisfaction mediates the relationship between perception of organizational support and organizational citizenship behavior.

CONCLUSION

Based on the results of data findings and discussion, it is concluded that there is a significantly positive influence between perception of organizational support and organizational citizenship behavior; the perceived support organization and job satisfaction; job satisfaction and organizational citizenship behavior; as well as perception of organizational support and organizational citizenship behavior through job satisfaction as the mediating variable.

This study, however, constitutes several limitations, such as: (1) It only involves respondents from the employees of regional companies in Kebumen. Accordingly, it may have different conditions and perception from those of bigger scale companies. (2) A number of questionnaires cannot be processed; this causes the number of respondents to be relatively small.

REFERENCES

Aswin & Rahyuda. 2017. Pengaruh persepsi dukungan organisasi

terhadap perilaku kewargaan organisasi dengan dimediasi oleh kepuasan kerja. *Jurnal Manajemen Unud*, Vol 6. No.

5. 2017. 2729-2755.
- Baron, R. M and Kenny, D. A. 1986. The moderator-mediator variable distinction in social psychological research: Conceptual, Strategic and Statistical Considerations. *Journal of Personality and Social Psychology*, Vol 51 no. 6, 1173-1182.
- Darmawanti, Arum. Lina N. H., Dyna, Herlina S. 2013. Pengaruh kepuasan kerja dan komitmen organisasi terhadap organizational citizenship behavior. *Jurnal Economia*. 9(1)
- Gibson, James L, Jhon M. Ivancevich, Robert Konopaske. 2012. *Organization behavior, structure, process, fourteenth edition*. New York: McGraw-Hill Company.
- Eisenberger, R., Huntington, S., & Sowa, D. 1986. Perceived organizational support. *Journal of Applied Psychology*, 500-507.
- Herzberg. 1959. *The Motivation to Work*. New York: John Willey and Sons.
- Luthans, Fred. 2006. *Perilaku organisasi*, edisi sepuluh, Yogyakarta: Penerbit Andi
- Mangundjaya, Wustari L. H. 2012. Persepsi dukungan organisasi versus kepuasan kerja dan perannya terhadap perilaku kewarganegaraan organisasi. *Jurnal Psikologi Undip*, Vol. 11 No.2,
- Maula L. A dan Afrianty T.W. 2017. Perceived organizational support dan pengaruhnya terhadap organizational citizenship behavior dengan job satisfaction sebagai variabel intervening (Studi pada Karyawan Jawa Timur Park 1). *Jurnal Administrasi Bisnis (JAB)*, Vol. L No. 50.
- Noe, Raymond A., John R. Hollenbeck, Barry Gerhart, & Patrick M. Wright. 2014. *Manajemen sumber daya manusia mencapai keunggulan bersaing*. Jakarta: Salemba Empat
- Novira, L. dan S. Martono. 2015. pengaruh persepsi dukungan organisasi pada perilaku kewargaan organisasional dengan kepuasan kerja sebagai variabel intervening. *Management Analysis Journal*, Vol. 4 No. 3, 181-18
- Organ, D.W. 1988. Cognitif versus affective determinants of organizational citizenship behavior. *Journal of Applied Psychology*, Vol. 74 No 1.
- . 1997. Organizational citizenship behavior: it's construct clean up time. *New York: Human Performance*
- Prasetyo, Muhammad Solichin. 2016. The influence of perceived organizational support and job satisfaction on organizational citizenship behavior on household employee. *Yogyakarta State University*.
- Rhoades, L. & Eisenberger, R. 2002. *Perceived organizational support: a review of the literature*.

- Journal of Applied Psychology, 87, 698-714.
- Robbins, S.P., & Judge, T. A. (2015). *Perilaku organisasi*. (Ratna Saraswaty, Penerjemah). Jakarta: Salemba Empat.
- Robbins, S dan Coulter, M. 2007. *Manajemen*. Edisi Kedelapan. Jakarta: PT Indeks
- Shore, L. M. & Wayne, S .J. 1993. Commitment and employee behavior: comparison of affective commitment and continuance commitment with perceived organizational support. *Journal of Applied Psychology*, Vol. 78 N,. 5, 774-780
- Smith, C. Ann, Dennis, W. Organ, Janet P. Near. 1983. Organizational citizenship behavior: its nature and antecedents. *Journal of Applied Psychology*, Vol. 68 No. 4.
- Suresh,S, & Venkatammal,P. 2010. Antecedents organizational citizenship behavior, *Jurnal the Indian Academy of Applied Psycology*, Vol 36 No. 2,276-286
- Titisari, Purnamie. 2014. *Peranan Organizational Citizenship Behavior(OCB)*. Jakarta: MitraWacana Media
- Wibowo. 2016. *Manajemen Kinerja*. Jakarta: Rajawali
- Wirawan. 2013. *Kepemimpinan*. Jakarta : PT Raja Grafindo Persada