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Organizational citizenship behavior in the inspectorate of banjarmasin city government: the role of organizational commitment and job satisfaction

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ABSTRACT

The role of organizational commitment and job satisfaction is very important in a healthy and productive work environment. Both are interrelated and can affect individual, group, and organizational performance. So therefore, need to be evaluated how organizational commitment (OC), job satisfaction (JS), and organizational citizenship behavior (OCB) in the government sector, namely the Inspectorate of Banjarmasin City Government. This research takes a quantitative approach with explanatory analysis. This results research is expected to add to the literature on organizational commitment, job satisfaction, and employee OCB. Based on the results of the study, organizational commitment (OC), and job satisfaction (JS) had a positive and significant effect on organizational citizenship behavior (OCB) at the Inspectorate of the Banjarmasin City Government, both partially and simultaneously. This study provides recommendations Organizations can focus on fostering a positive work environment that encourages commitment and satisfaction. Employees who are committed and satisfied are more likely to stay with the organization and contribute positively over the long term. Managers can use insights from this relationship to develop strategies that promote commitment and job satisfaction.



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Introduction

The rapid expansion of industry 4.0 has resulted in the economic environment, and organizations that often change unexpectedly (Fitrio et al., 2019; Prasetyo & Mas'ud, 2021; Santoso et al., 2020). Employees have a basic understanding of functions, positions, skills, activities, and methodologies used in management, which are very important in achieving organizational goals (Arifiani & Putri, 2021; Arundita et al., 2021; Nailius et al., 2021; Sudarmo & Wibowo, 2018). These conditions ultimately encourage every organization to be ready to face anything in order to advance in the current environment (Arundita et al., 2021; Haque et al., 2019; Prasetyo & Mas'ud, 2021). Organizations recognize the importance of developing and maintaining reliable employees (Arifiani & Putri, 2021; Bhayangkara et al., 2019; Indahyati & Sintaasih, 2019). Employees are expected to display positive behaviors that help achieve organizational performance in addition to their core performance (Sengkey et al., 2018; Sylviana et al., 2020; Syuaib et al., 2023). Employees with high OCB are

more likely to have high formal performance (Arundita et al., 2021; Romi et al., 2020). The existence of OCB has the potential to reduce differences of opinion while increasing work efficiency (Nugroho & Suartina, 2021; Soelton et al., 2020; Torlak et al., 2020). As a result, this behavior can indirectly contribute to favorable outcomes for the organization, both in terms of the goals of the organization itself and the social life of the organization (Arundita et al., 2021).

Employee organizational citizenship behavior (OCB) is a type of prosocial behavior or social activity that is fun, constructive, and helpful (Pramesty et al., 2020; Soleman et al., 2020; Sulistyawati, 2018). This employee's OCB is demonstrated by behaviors such as helping others, volunteering for additional assignments, and adhering to workplace norms and procedures (Rizani et al., 2022). When employees enjoy working and have a strong commitment to the company, this behavior will appear (Saepudin & Djati, 2019). Employee OCB can help individuals to adapt to other employees and the environment, as well as increase organizational effectiveness (Massoud et al., 2020; Nugroho & Suartina, 2021). Organizations, on the other hand, do not always recognize the relevance of the employee OCB mentality that must be adopted by employees (Yusuf et al., 2023). Organizations often ignore what employees expect and need (Wasposito et al., 2019). As a result, organizations must take steps to improve the OCB behavior of their employees (Dj & Azizah, 2021). Several characteristics that affect employee OCB can be used as a driving factor in efforts to increase OCB (Setiani & Hidayat, 2020). This underscores the need for organizations to instill the spirit of OCB in their employees (Arundita et al., 2021; Romi et al., 2020; Torlak et al., 2020). Organizational commitment and employee satisfaction with a high level of OCB behavior are two characteristics that influence the development of OCB behavior which is an important issue (Fitrio et al., 2019; Santoso et al., 2020; Sengkey et al., 2018).

Because organizational commitment has been shown to affect employee OCB in research, the higher an employee's organizational commitment, the better his OCB (Arifiani & Putri, 2021; Arundita et al., 2021; Nailius et al., 2021; Sulistyawati, 2018). Surprisingly, other findings show that organizational commitment has no impact on employees' OCB (Prasetyo & Mas'ud, 2021; Sengkey et al., 2018). Consequently, conducting additional studies using the unique concept of variable integration is very important and interesting (Shaddiq et al., 2021). Furthermore, job satisfaction has also been shown to affect employee OCB in research, the higher an employee's job satisfaction, the better his OCB (Dj & Azizah, 2021; Harumi & Riana, 2019; Nugroho & Suartina, 2021; Saepudin & Djati, 2019; Setiani & Hidayat, 2020; Wasposito et al., 2019). Surprisingly, other findings show that employee job satisfaction has no impact on OCB (Sudarmo & Wibowo, 2018). Consequently, conducting additional studies using the unique concept of variable integration is also very essential and interesting (Shaddiq&Irpan, 2023).

This research was conducted at the Inspectorate of the City Government of Banjarmasin. The model proposed in this study is truly unique because it integrates organizational commitment, job satisfaction, and OCB employees of the Banjarmasin City Government Inspectorate. This research was conducted at the Inspectorate of the City Government of Banjarmasin. The model proposed in this study is truly unique because it integrates organizational commitment, job satisfaction, and OCB employees of the Banjarmasin City Government Inspectorate. this study aims to determine the effect of organizational commitment, job satisfaction, and employee OCB the Inspectorate of the Banjarmasin City Government. This study is expected to add to the literature on organizational commitment, job satisfaction, and employee OCB, which will benefit the organization.

Method

Types of Research

The type of research is explanatory research using a quantitative approach to provide interpretation for understand the relationships and causality between variables. Explanatory research often involves identifying the factors that contribute to a particular phenomenon or outcome. In this context, the sampling procedure and the consideration of informed consent would still apply, but the focus would be on explaining the causal relationships between variables. The survey was conducted using an online questionnaire and assisted by the SPSS version 23 analysis tool with Scale Job Satisfaction Scale is a widely used instrument in organizational and industrial psychology to measure an individual's level of satisfaction with their job. It aims to capture various aspects of job satisfaction that might contribute to an individual's overall job-related well-being and performance. Scale Items: The scale typically consists of multiple items or statements related to different facets of a job, such as the work environment, relationships with colleagues, compensation, opportunities for growth, and job tasks. Scoring: The scoring of the Job Satisfaction Scale might involve a Likert-type response format, where participants rate each item on a numerical scale, usually ranging from 1 to 5 or 1 to 7. The response options often range from "Strongly Disagree" to "Strongly Agree." Participants are asked to indicate the extent to which they agree or disagree with each statement based on their own experiences.

Research Location and Time

This research was conducted at the Inspectorate of the City Government of Banjarmasin. Research time from June 2021, until July 2021.

Population and Sample

The population is 49 employees. A total of 49 employees were included in the sample using the saturated sample technique.

Data Collection Technique

The method of collecting data for this research is by sending an online questionnaire to 49 employees of the Inspectorate of the City Government of Banjarmasin. Sampling procedure refers to the method used to select a subset of individuals or items from population. Prior to their participation in the study, all selected individuals were provided with comprehensive information about the research objectives, the nature of their involvement, the potential benefits, and any possible risks. Informed consent was obtained from each participant, affirming their voluntary decision to participate. All data has been pre-reviewed to ensure validity and reliability.

Data Analysis Method

SPSS version 23 research tool helps perform multiple linear regression analysis, hypothesis testing, and coefficient of determination. However, the data obtained previously have been reviewed to ensure validity and reliability and meet the classical assumption test.

Results and Discussions**Validity and Reliability Test**

As for testing the validity of the data, that is, seeing the overall score is declared valid if the coefficient between the overall question item scores is equal to or greater than 0.3. If the correlation value is less than 0.3 then it is not valid. Table 1 shows that all questions regarding OCB, organizational commitment, and job satisfaction, in a correlation greater than 0.3. This means that the instrument used is valid and can be used as a measuring tool in this analysis.

Furthermore, the reliability results were obtained by statistically testing Cronbach's alpha (α), a reliable attachment component, to see if it was within Cronbach's alpha value > 0.60 . Table 2 shows that the variables OCB, organizational commitment, and job satisfaction have Cronbach's alpha greater than 0.60 as a measure of data reliability. A value is greater than 0.60. That is, the questionnaire is accurate, indicating that if retested, the findings will be consistent or reliable.

Table 1. Shows The Results of The Validity Tests

Variable	Items	Corrected Item-Total Correlation	Standard	Conclusion
Organizational Commitment (OC)	OC1	.500	0,3	Valid
	OC2	.705	0,3	Valid
	OC3	.777	0,3	Valid
	OC4	.723	0,3	Valid
	OC5	.724	0,3	Valid
Job Satisfaction (JS)	JS1	.342	0,3	Valid
	JS2	.335	0,3	Valid
	JS3	.613	0,3	Valid
	JS4	.677	0,3	Valid
	JS5	.760	0,3	Valid
Organizational Citizenship Behavior (OCB)	OCB1	.327	0,3	Valid
	OCB2	.439	0,3	Valid
	OCB3	.587	0,3	Valid
	OCB4	.444	0,3	Valid
	OCB5	.552	0,3	Valid

Source: Data Processed, 2021

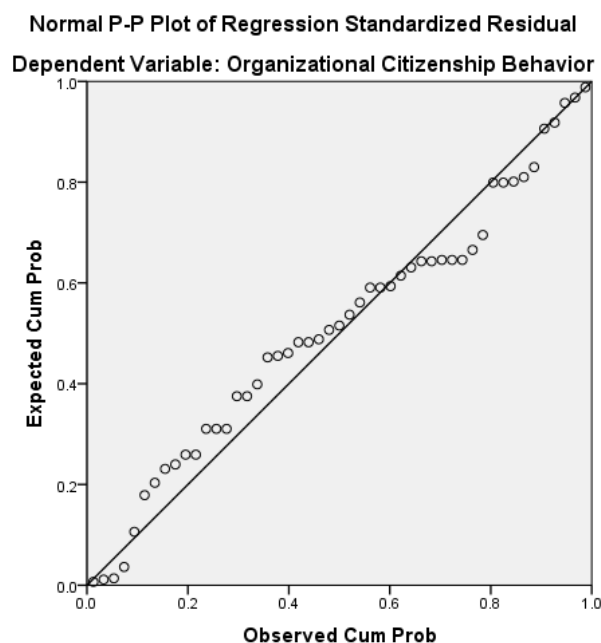
Table 2. Results of Reliability Testing

Variable	Items	Cronbach's Alpha	Standard	Conclusion
Organizational Commitment (OC)	OC1	.882	0,6	Reliable
	OC2	.872	0,6	Reliable
	OC3	.868	0,6	Reliable
	OC4	.871	0,6	Reliable
	OC5	.871	0,6	Reliable
Job Satisfaction (JS)	JS1	.888	0,6	Reliable
	JS2	.887	0,6	Reliable
	JS3	.878	0,6	Reliable
	JS4	.879	0,6	Reliable
	JS5	.875	0,6	Reliable
Organizational Citizenship Behavior (OCB)	OCB1	.889	0,6	Reliable
	OCB2	.884	0,6	Reliable
	OCB3	.879	0,6	Reliable
	OCB4	.886	0,6	Reliable
	OCB5	.880	0,6	Reliable

Source: Data Processed, 2021

Classic Assumption Test**Normality Test**

The normality test is used to see if a regression model's destructive or residual variables have a regular distribution. The t and f measures are well-known for assuming a normal distribution for residual data. One of the simplest ways to see residual normality is to use a histogram graph that matches empirical data with a distribution that detects regular distribution. The diagonal line will be parallel to the accurate data line. The line representing the right data will coincide with the diagonal line if the residual data distribution is regular, as shown in Figure 1, showing that the regression model fulfills the normality assumption.

**Figure 1.** Results of the Normality Test

Source: Data Processed, 2021

Multicollinearity Test

When a variable has a significance greater than 10, the regression model becomes multicollinear (ten). The VIF values assigned to the work-life balance and organizational commitment variables are more relevant than the value 10 as indicated in Table 3. As a result, there was no multicollinearity in this study's regression.

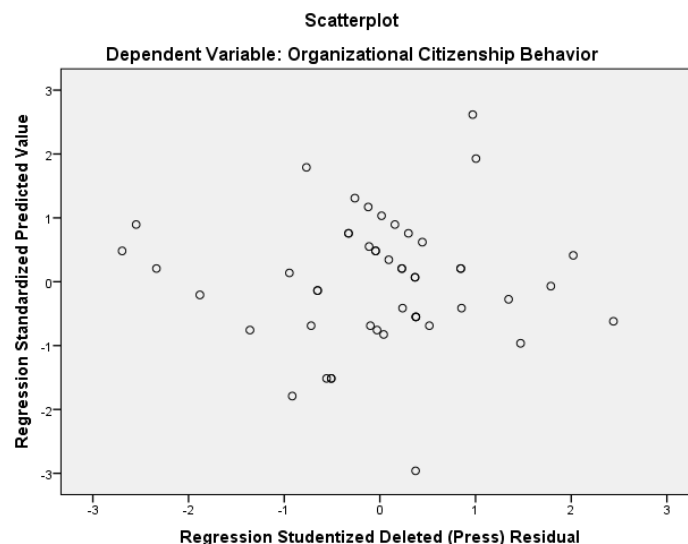
Table 3. The Results Are Presented of The Multicollinearity Test

Model	Collinearity Statistics		Conclusion
	VIF	Standard	
1 (Constant)			
Organizational Commitment	1,508	<10	No Multicollinearity
Job Satisfaction	1,508		No Multicollinearity

Source: Data Processed, 2021

Heteroscedasticity Test

The heteroskedasticity test has been used to see if the regression model's variance is consistent from observation to observation. If there is no consistent trend and dots distributed above and below zeros on the Y-axis, there is no heteroskedasticity. Figure 3 indicates that if there is no continuous trend and the points on the Y-axis are evenly spaced above and below zero, there is no heteroskedasticity and a powerful and optimal regression model can be obtained.

**Figure 3.** Results of the Heteroscedasticity Test

Source: Data Processed, 2021

Multiple Linear Regressions

According to Table 4, the unstandardized coefficient value (B) of the resulting regression analysis yielded the following regression equation: $Y = 3.883 + 0.225 (OC) + 0.562 (JS)$. It can be explained as follows using this equation: 1) The constant value of 3.883 indicates that in the absence of independent variables such as organizational commitment (OC) and job satisfaction (JS) variables, the value of the dependent variable is organizational citizenship behavior (OCB) at Inspectorate of the City Government of Banjarmasin is 3.883; 2) The organizational commitment (OC) variable has a regression coefficient of 0.225, meaning that if the value of the organizational commitment (OC) variable is increased by 0.225 units, it will result in a shift in the value of organizational citizenship behavior (OCB) at Inspectorate of the City Government of Banjarmasin is 0.225 with the assumption that the value of other variables is fixed or zero; 3) The job satisfaction (JS) variable has a regression coefficient of 0.562, meaning that if the value of the job satisfaction (JS) variable is increased by 0.562 units, it will result in a shift in the value of organizational citizenship behavior (OCB) at Inspectorate of the City Government of Banjarmasin is 0.562 with the assumption that the value of other variables is fixed or zero.

Table 4. The Results Are Presented of Multiple Linear Regression

Model	Unstandardized Coefficients (UC)	
	B	Std. Error
1 (Constant)	3.883	2.462
organizational commitment (OC)	.225	.086
job satisfaction (JS)	.562	.153

Hypothesis Test

Partial t-Test

The organizational commitment (OC) has significant results ($0.012 < 0.005$) in Table 5, indicating that the first hypothesis (H1), organizational commitment (OC) partially has a positive and significant effect on organizational citizenship behavior (OCB) at Inspectorate of the City Government of Banjarmasin, accepted. The job satisfaction (JS) variable test produces a significance value of ($0.001 < 0.005$) which indicates that the second hypothesis (H2), that job satisfaction (JS) partially has a positive and significant effect on organizational citizenship behavior (OCB) at Inspectorate of the City Government of Banjarmasin, accepted.

Table 5. How's The Results of a Partial T-test

Model	t	Sig.	Standard	Conclusion
1 (Constant)	1.578		<0,05	
organizational commitment (OC)	2.605	.012		H ₁ accepted
job satisfaction (JS)	3.682	.001		H ₂ accepted

Source: Data Processed, 2021

Simultaneous F-Test

The organizational commitment (OC) and job satisfaction (JS) variables have a significant result of ($0.000 < 0.05$) as shown in Table 6, which implies that the third hypothesis (H3) is accepted: organizational commitment (OC) and job satisfaction (JS) simultaneously have a positive and significant effect on organizational citizenship behavior (OCB) at Inspectorate of the City Government of Banjarmasin.

Table 6. Shows The Results of Simultaneous F Test

	F	Sig.	Standard	Conclusion
Regression	23.721	.000 ^b	<0,05	H ₃ accepted
Residual				
Total				

Source: Data Processed, 2021

Determination Coefficient

The coefficient of determination is a statistic that indicates how much of the overall variance in the dependent variable can be explained by the independent variable. Based on Table 7, the R-Square of 0.569 indicates that the proportion of the influence of organizational commitment (OC) and job satisfaction (JS) variables on organizational citizenship behavior (OCB) at Inspectorate of the City Government of Banjarmasin (50,8%), Other variables not included in this analysis influence the remaining (49,2%).

Table 7. Coefficient of The Determination Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.713 ^a	.508	.486	1.642	1.016

Source: Data Processed, 2021

The Effect of Organizational Commitment (OC) on Organizational Citizenship Behavior (OCB)

The regression coefficient for the variable organizational commitment (OC) is 0.225, which indicates a positive or direct relationship with organizational citizenship behavior (OCB) at the Inspectorate of the City Government of Banjarmasin. This means that if the value of organizational commitment (OC) increases by 0.225, then the organizational citizenship behavior (OCB) at the Inspectorate of the City Government of Banjarmasin will also increase by 0.225. While the variable organizational commitment (OC) has a significance result of ($0.012 < 0.05$), so it can be concluded that organizational commitment (OC) partially has a positive and significant effect on organizational citizenship behavior (OCB) at the Inspectorate of the City Government of Banjarmasin. Organizational commitment (OC) at the Inspectorate of the City Government of Banjarmasin will increase because their organizational citizenship behavior (OCB) is good. The findings of this study add to and strengthen the findings of previous studies (Arifiani & Putri, 2021; Arundita et al., 2021; Nailius et al., 2021; Sulistyawati, 2018).

The Effect of Job Satisfaction (JS) on Organizational Citizenship Behavior (OCB)

The regression coefficient for the variable job satisfaction (JS) is 0.562 which indicates a positive or direct relationship with organizational citizenship behavior (OCB) at the Banjarmasin City Government Inspectorate. This means that if the value of job satisfaction (JS) increases by 0.562, then the organizational citizenship behavior (OCB) at the Inspectorate of the City Government of Banjarmasin will also increase by 0.562. While the variable job satisfaction (JS) has a significance result of ($0.001 < 0.05$), so it can be concluded that job satisfaction (JS) partially has a positive and significant effect on organizational citizenship behavior (OCB) at the Inspectorate of the City Government of Banjarmasin. Job satisfaction (JS) at the Inspectorate of the City Government of Banjarmasin will increase because their organizational citizenship behavior (OCB) is good. The findings of this study add to and strengthen the findings of previous studies (Dj & Azizah, 2021; Harumi & Riana, 2019; Nugroho & Suartina, 2021; Shaddiq & Wanidison, 2021; Saepudin & Djati, 2019; Setiani & Hidayat, 2020; Wasposito et al., 2019).

The Effect of Organizational Commitment (OC) and Job Satisfaction (JS) on Organizational Citizenship Behavior (OCB)

The findings reveal that at the Inspectorate of the City Government of Banjarmasin, organizational commitment (OC) and job satisfaction (JS) simultaneously have a positive and significant effect on organizational citizenship behavior (OCB). Statistical results of the regression test showed the value of organizational commitment (OC) of 0.225 and job satisfaction (JS) of 0.562. Based on the results of the F test, the variables of organizational commitment (OC) and job satisfaction (JS) have significant results ($0.000 < 0.05$), so it can be concluded that organization (OC) and job satisfaction (JS) partially have a positive and significant effect on behavior. organizational citizenship (OCB) at the Inspectorate of the City Government of Banjarmasin. The contribution of organizational commitment (OC) and job satisfaction (JS) to organizational citizenship behavior (OCB) at the Banjarmasin City Government Inspectorate is 50.8%. While 49.2%) is influenced by other factors.

Conclusions

In general, the conclusions of this study based on the results of the research and discussion, the following conclusions can be drawn: (1) The results of test indicate that organizational commitment (OC) partially has a positive and significant effect on organizational citizenship behavior (OCB). (2) The test job satisfaction (JS) partially has a positive and significant effect on organizational citizenship behavior (OCB) and the test of organizational commitment (OC) and job satisfaction (JS) simultaneously have a positive and significant effect on organizational citizenship behavior (OCB). Implications and Applications: Understanding the relationships between these variables has practical implications for organizations: Enhancing Organizational Citizenship Behavior: Organizations can focus on fostering a positive work environment that encourages commitment and satisfaction. This, in turn, can lead to increased organizational citizenship behavior, benefiting both the organization and its employees. Employee Retention: Higher levels of organizational commitment and job satisfaction often lead to greater employee retention. Employees who are committed and satisfied are more likely to stay with the organization and contribute positively over the long term. Performance and Productivity: The positive behaviors associated with organizational citizenship behavior can contribute to improved team performance and overall organizational productivity. Management Strategies: Managers can use insights from this relationship to develop strategies that promote commitment and job satisfaction. This might involve providing opportunities for skill development, offering recognition and rewards, and fostering a sense of belonging within the organization. In conclusion, the interplay between organizational commitment, job satisfaction, and organizational citizenship behavior is a complex but important aspect of organizational dynamics. Organizations that prioritize cultivating commitment and job satisfaction can potentially create an environment where employees willingly engage in behaviors that contribute to the organization's success and overall well-being.

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