ANTECEDENTS SATISFACTION OF EMPLOYEES AND EFFECTS TO ORGANIZATIONAL CITIZENSHIP BEHAVIOR: AN EMPIRICAL STUDY ON THE TRANSPORTATION AGENCY GIANYAR REGENCY BALI-INDONESIA

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ABSTRACT
One key to organizational success, especially in public sector organizations is the ability to shape the character of employees for organizational citizenship behavior (OCB). OCB-behaving employees in the workplace are able to provide excellent service quickly and responsively to the community. This study aims to examine the effects of organizational commitment and motivation on job satisfaction and its impact on OCB. This research conducted at the Transportation Agency, Gianyar Regency, Bali with a total sample of 85 civil servants. All data obtained from the distribution of questionnaires are feasible to use and then analyzed using variance-based structural equation models through the Partial Least Square (PLS) program.

The results of the study show that the commitment of employees to the organization is able to generate satisfaction in work, and can further improve OCB. Unlike the role of employee motivation, it turns out that it is able to have a direct effect on OCB, although it does not look at the satisfaction or not felt in carrying out the work. However, the motivation of employees has the greatest impact in shaping the behavior of OCB at the Transportation Agency, Gianyar Regency, Bali

Keywords: organizational commitment, motivation, job satisfaction, OCB

I. INTRODUCTION
At this time, public sector organizations demanded to provide targeted and excellent services to the public. Services to the public provided as an image of good governance. The Transportation Agency, Gianyar Regency, Bali is one of the working units of the Gianyar Regency regional government whose job is to carry out the mandate of the regional head to provide transportation and transportation services to the public. In its activities in serving the community there are still complaints about administrative services and vehicle licenses that still seem slow and the service time required is still relatively long. This phenomenon occurs because of the low tolerance and cooperation among employees within the agency. This proved to be the weak coordination and cooperation of employees in completing their work. In addition, there are still employees who lack ownership or are an important part of the organization, as well as a lack of employee enthusiasm in carrying out their duties and responsibilities. This can have a negative impact on the image of agencies in the eyes of the public.

In order to provide excellent service to the community, employees needed who have attitudes and behaviors who are willing to cooperate and help sincerely with other employees to complete tasks and work (Sakina, 2009; Wibowo & Faradila, 2017). This is consistent with the conception of organizational citizenship behavior (OCB), that employees want to compromise with difficulties, act in accordance with organizational regulations, rules, principles and practices in the workplace (Organ et al., 2006). In addition, employees who behave in OCB can show strong
involvement in organizational development, as well as produce better work performance, and in aggregate encourage organizational functions more effectively (Colquitt et al., 2011).

One effort to improve the implementation of OCB in the workplace is to strengthen employee commitment in the organization (Chib, 2016). Employees who have a strong will to commit to the organization will always try to develop themselves for the betterment of the organization (Luthans, 2006). Meanwhile, Allen & Meyer (1990) divided organizational commitment into three, namely: affective commitment, continuity commitment, and normative commitment. Furthermore, employees with high affective commitment to remain in the organization considered as feeling because they want to stay depend on the organization and are committed to involvement in the organization. Employees with high continuity commitment remain committed because they feel the need, whereas employees with high normative commitment remain committed because of a feeling of necessity or obligation to the organization (Chib, 2016).

Recent studies have found that organizational commitment has a positive effect on OCB (Prasetyo et al., 2017; Vahidipour et al., 2016). In line with these findings, Barusman & Mihdar (2014), Bakan et al., (2013), and Sani (2013) report the results of their study that employees who are committed to the organization have habits that can be relied upon, plan to stay longer in the organization, and devote more effort to work towards making the organization a better direction. However, different results found by Darmawati et al. (2013) that employee commitment to the organization apparently cannot determine OCB behavior in the workplace. This contradiction provides clues to review the role of employee commitment to OCB that the effect of organizational commitment on OCB in this study.

In addition to organizational commitment, employee motivation at work can determine OCB behavior (Ahmed & Khan, 2016; Reza et al., 2018; Shaaban, 2018). Motivation is the encouragement of individuals who are willing to do work according to organizational goals by paying attention to the needs of these individuals (Stringer, 2011). The existence of work motivation will provide a strong impulse to mobilize the abilities, expertise, and skills of employees in carrying out their duties and obligations (Tunggal et al., 2018). Work motivation of an employee is complicated, because it involves individual factors and organizational factors (Reza et al., 2018). The individual factors in question are needs, goals, attitudes, and abilities. While organizational factors consist of salary, worker safety, supervision, praise, and the work itself (Khan & Mufti, 2012).

Several previous studies have found that motivation has a positive and significant effect on OCB (Ariyani et al., 2016; Tunggal et al., 2018). The same research results obtained by Ibrahim & Aslinda (2014) that intrinsic motivation and extrinsic motivation affect OCB. However, the results differ from Trigunajasa et al. (2017) who examined officers in the Ijen Crater National Park, East Java. The results of his research found that the work motivation of officers did not have an impact on OCB behavior. Based on the above explanation, it is encouraging to retest the role of motivation in improving OCB behavior.

In addition to organizational commitment and motivation factors that influence OCB, job satisfaction can also have an impact on OCB behavior (Odoch & Nangoli, 2014). Job satisfaction is an individual response that includes likes or dislikes, feels positive or negative about the activities carried out from various aspects of work (Rahman et al., 2014). According to Septiadi et al. (2018), job satisfaction is an emotional response from employees towards various aspects of the job at hand. The results of an empirical study found that the higher employee job satisfaction obtained in an organization, the more OCB they behaved (Odoch & Nangoli, 2014; Mohammad et al., 2011; Barusman & Mihdar, 2014; Tabatabaei et al., 2015). However, the results of this study differ from the empirical findings from Sani (2013) that job satisfaction does not have an impact on OCB. This contradiction provides direction for re-testing the effect of job satisfaction on OCB behavior.

In other studies, several empirical studies have found that organizational commitment can determine employee job satisfaction (Renyut et al., 2017; Adekola, 2012). Further explained, employees who have a high commitment to the organization can provide a sense of satisfaction with the tasks and work carried out (Akhtar et al., 2015; Saleem, 2017; Andyanto et al., 2018). However, the results differ from the findings of Wulandari & Sumaryanto (2015) that organizational commitment is able to determine job satisfaction of employees. As well as the findings obtained by Inanc & Ozdilek (2015), affective commitment and normative commitment have a positive effect on job satisfaction, while continuance commitment has a negative impact on job satisfaction of academic staff employed at private universities in Turkey. These results provide a clue that the effect of organizational commitment on job satisfaction needs to re-examine to ensure the role of organizational commitment to increasing job satisfaction.

The results of empirical studies have also found that employee motivation can have an impact on increasing job satisfaction (Ogunnaike et al., 2014; Saleem et al., 2010). These results provide a clue that employees have high job satisfaction values based on self-motivation in working as well (Nyarko et al., 2014). However, in contrast to the empirical findings of Ahmed et al., 2010; Faysica et al., 2016) that the extrinsic motivation obtained by employees is not able to determine their satisfaction at work. The contradiction of these results gives a clue to re-testing the effects of motivation on job satisfaction, to ensure the role of motivation on increasing job satisfaction.
Based on the explanation above, this study seeks to provide guidance in improving public services through OCB behavior from employees with a setting in the Transportation Agency, Gianyar Regency, Bali. In addition, this study will fill the research gap available on each effect. Thus, this study will reexamine and explain the effects of organizational commitment and motivation on job satisfaction and OCB. In addition, this study will also examine the mediating role of job satisfaction on the indirect effect of organizational commitment and motivation on OCB.

II. LITERATURE REVIEW
Organizational Commitment, Motivation and Job Satisfaction
Organizational commitment is an attitude that describes the acceptance, involvement and dedication of individuals towards the achievement of organizational goals and their willingness to accept organizational values (Muthuveloo & Rose, 2005), as well as participation in all organizational activities towards organizational improvement (Greenberg & Baron, 2003). In addition, Robbins & Judge (2008) stated that there are three important aspects in organizational commitment, namely: affective commitment, continuance commitment, and normative commitment.

Affective commitment related to the emotional connection of members to their organizations, identification with the organization and involvement of members with activities in the organization (Akhtar et al., 2015). On continuance commitment, it relates to the awareness of members to remain loyal to the organization under any circumstances (Reza et al., 2018). Whereas, normative commitment describes an individual's feelings to always be part of an organization (Renyut et al., 2017). Strong commitment of employees in the organization is able to provide a sense of satisfaction in carrying out the work (Adekola, 2012).

Job satisfaction is an employee's emotional response to various aspects of the work faced (Kreitner & Kinicki, 2010 Dole & Schoreder, 2001). Thus, satisfaction is an individual's evaluation of the working conditions faced by showing enthusiasm and pleasure in interacting in organizations (Gibson et al., 2010; Septiadi et al. 2018). Employee satisfaction in organizations generally obtained from work, financial results received, promotion, supervision, and co-workers (Robbins & Judges, 2008). In accordance with the results of several empirical studies, the strong commitment of employees to the organization can have an impact on their satisfaction at work (Saleem et al., 2017; Andyanto et al., 2018; Akhtar et al., 2015). Thus, the following hypothetical formulations can proposed:

Hypothesis 1 (H1): Organizational commitment has a positive effect on employee job satisfaction.

Motivation is also one of the determinants of employee job satisfaction (George & Jones, 2005; Nyarko et al., 2014). Motivation is an encouragement in individual employees to carry out tasks and work (Stringer, 2011), so that they can get what they want in accordance with the norms and conditions that apply in the organization (Khan & Mufti, 2012). Syahyutli (2010) added, employee self-motivation can reflected in the drive to achieve goals, work spirit, initiative and creativity, and responsibilities at work.

Recent studies have provided evidence that employees' motivation in working can make themselves satisfied with what they do (Hairuddin et al., 2017; Saleem et al., 2010; Azash et al., 2011; Sohail et al., 2014). In addition, Ogunnaike et al. (2014) found that intrinsic and extrinsic motivation had a positive impact on employee job satisfaction. Based on this explanation, the research hypothesis can formulated:

Hypothesis 2 (H2): Motivation has a positive effect on employee job satisfaction.

Organizational Citizenship Behavior and Factors That Influence It
Organizational citizenship behavior (OCB) is a sincere concept of individual behavior and helps to help others (Organ et al., 2006). The application of OCB in organizations reflected by the readiness of individuals to compromise with difficulties in the workplace, to act in accordance with organizational regulations, rules, principles and practices in the workplace (Alizadeh, 2012). In addition, it shows strong involvement in organizational development to achieve organizational success (Robbins & Judges, 2008).

Organ et al. (2006) in their conception conveyed the dimensions of OCB implementation in the workplace, namely:

1) Altruism is the behavior of employees in helping colleagues who have trouble in the situation that is being faced both regarding tasks in the organization and other people's personal problems.
2) Civic virtue is behavior that indicates responsibility in the life of the organization in which the tendency of employees to follow changes in the organization, take initiatives to recommend how procedures in the organization can be improved and protect the resources owned by the organization.
3) Conscientiousness is behavior that shown by trying to exceed what expected of the organization, where voluntary behavior is not an obligation or duty of the employee concerned.
4) Courtesy is behavior in maintaining good relations with coworkers to avoid problems between employees, so that people who have courtesy are those who respect and care for others.
5) Sportsmanship is a behavior that tolerates less than ideal conditions in an organization without raising objections.

Organizational commitment can determine OCB in the workplace (Vahidipour et al., 2016). In addition, Chib (2016) added that OCB emerged and had a positive impact on organizational development caused by strong
commitment from employees towards the organization. In line with the results of several researchers, such as: Prasetyo et al. (2017), Odoch & Nangoli (2014) and Barusman & Mihdar (2014) who found that stronger employee commitment to the organization was able to direct OCB behavior in the workplace. Research conducted by Bakan et al. (2013) found that OCB behavior more determined by strong commitment from employees. The results of Wibowo & Faradila (2017) and Sani (2013) also found that organizational commitment had a positive and significant effect on OCB. In accordance with this explanation, the following hypothetical formulation can proposed:

Hypothesis 3 ($H_3$): Organizational commitment has a positive effect on OCB.

Work motivation can also determine OCB behavior (Ahmed & Khan, 2016). Employees who have a big push in carrying out their work tend to prioritize togetherness and work hand in hand to achieve organizational goals (Tunggal et al., 2018). In accordance with empirical findings from Reza et al. (2018) and Shaaban (2018), motivation has a positive and significant effect on OCB. In addition, the study of Ibrahim & Aslinda (2014) found intrinsic and extrinsic motivation had a positive effect on OCB. Meanwhile, the empirical findings of Ariyani et al. (2016) who discovered the direct effect of motivation on OCB, as well as the indirect effect of motivation on OCB through job satisfaction. Thus, the following research hypotheses can proposed:

Hypothesis 4 ($H_4$): Motivation has a positive effect on OCB.

Job satisfaction is an employee’s emotional response to various aspects of the work done (Kreitner & Kinicki, 2010). Several empirical studies have found an increase in employee job satisfaction can have an impact on employees to work optimally, even doing some things that may be outside their duties (Prasetyo et al., 2017; Odoch & Nangoli, 2014; Mohammad et al., 2011; Barusman & Mihdar, 2014). In addition, in line with the findings of Tabatabaei et al. (2015) and Wibowo & Faradila (2017) that job satisfaction has a positive and significant impact on OCB behavior. Based on the explanation above, the following hypotheses can proposed:

Hypothesis 5 ($H_5$): Job satisfaction has a positive effect on OCB.

III. RESEARCH METHOD

This study conducted with a survey to analyze and explain the interrelationship of the variables studied. Respondents in this study were all employees of the state civil servants who worked at the Department of Transportation in Gianyar Regency, as many as 85 people. All questionnaires collected by census, the demographic profile of respondents can know, namely: 89.4% male sex, 87.1% aged 42 - 55 years, 55.3% have high school/vocational education, and 82.4% have a working period of 15 - 35 years.

Questionnaire surveys that filled in by the employees still carried out to collect empirical data in this study. The questionnaire designed based on a review of related literature. The questionnaire consisted of two parts, namely: the first section, aimed at gathering information about the demographics of respondents; and the second part, aims to measure the variables studied. The steps used in this study were adapted from several empirical studies that measured organizational commitment and motivation, as well as their effects on job satisfaction and OCB.

The questionnaire compiled to examine organizational commitment consisting of affective commitments, continuance commitments, and normative commitments was adapted from Robbins & Judge (2008). Each parameter (affective commitment, continuance commitment, and normative commitment) is measured by 4 items. Employee motivation refers to Syahyuti (2010), consisting of: encouragement to achieve goals (measured by 3 items); enthusiasm for work (2 items); initiative and creativity (3 items); as well as responsibilities (2 items). Furthermore, the variable of job satisfaction studied refers to Wibowo & Faradila (2017) measured by the item satisfaction on the job; salary satisfaction; satisfaction with promotion; satisfaction with supervision; and satisfaction with coworkers. OCB measurements refer to Organ et al. (2006) to ensure the sincere and voluntary behavior of employees who are extra role in the workplace. In measuring OCB variables, namely: altruism, conscientiousness, courtesy, civic virtue, and sportmanship, each of which uses 2 items.

All entries regarding respondent demographics measured on a categorical scale. Meanwhile, statement items of all constructs of variables measured using a five-point Likert scale ranging from 'strongly disagree (1)' to 'strongly agree (5)'. Before the questionnaire distributed to all targets, a pilot study conducted on the same object with a sample of 30 respondents. Data from the results of the trial then tested for validity and reliability. As instructed by Nunnally (1978), the test results indicate that all constructs of the studied variables have good validity (correlations above 0.30) and fulfill reliability requirements (Cronbach alpha correlation above 0.60). From the results of testing the instrument, the questionnaire can distributed to all targets.

The overall data obtained further analyzed using Partial Least Squares with Smart-PLS software. As Hair et al. (2006), the first step in the analysis is testing the measurement model (outer model) which consists of convergent validity, discriminant validity, and reliability. Next, test the structural model (inner model) using Q-Square predictive relevance ($Q^2$). The final step, testing the hypothesis and checking mediation.
IV. RESEARCH RESULT
Evaluate the Outer Model
The first step in evaluating the outer model is convergent validity. In evaluating convergent validity using 2 measurements - the loading factor and the Average Variance Extracted (AVE). The loading factor score obtained varies between 0.704 and 0.908. Following the advice of Hair et al. (2006), a construct must not have an indicator that contains a score below 0.6, so no indicators of each construct of the studied variable have convergent validity problems. At AVE, the scores obtained ranged from 0.531 to 0.708 also showing no constructs had convergent validity problems (AVE threshold was 0.5). Thus, each indicator stated to have a high level of connection on each variable.

Discriminant validity evaluated using the approach proposed by Chin (2010). This approach shows that the loading factor value of the construct measured must be higher than the cross loadings. In this study, the factor loading value for each construct is higher than cross loading, so it said to meet discriminant validity.

The next outer model evaluation is to measure unidimensionality using composite reliability. Composite reliability scores obtained for each variable construct ranged from 0.848 to 0.906, all of which were above the provisions value (0.70). Based on this measurement, all constructs of variables used in this study have a level of consistency that is acceptable and reliable.

Inner Model Evaluation
After ensuring the robustness of the measurement model, the next step is to carry out validation that supports the theoretical model as shown in the structural model (Chin, 2010). In this study, the structural model evaluated through the Q-Square predictive relevance (Q2) value. The quantity Q2 has a value with a range of 0 < Q2 < 1, the closer it is to 1, the better the model is. The evaluation results show the Q2 value obtained is 0.7986 or close to number 1. Thus, the results of this evaluation give a clue that the structural model has a good suitability (goodness of fit model). This result can be interpreted that the model can explain the information contained in the data, 79.86%. Meanwhile, the remaining 20.14% explained by errors or other variables not contained in the model. Therefore, further analysis, namely: hypothesis testing and mediation examination can continued.

Hypothesis Testing and Mediation Examination
Information on Table 1, hypothesis testing done to determine the relationship of organizational commitment, motivation, job satisfaction and OCB. Hypothesis testing results (in Table 1), the effect of organizational commitment on job satisfaction shows a positive path coefficient of 0.417 with T-Statistic = 3.706 (T-Statistic > 1.96). Therefore, hypothesis-1 (H1) supported. The meaning of the results obtained, increasing employee commitment will arouse employee satisfaction at work. Similarly, the effect of motivation on job satisfaction.

These results indicate that hypothesis-2 (H2) is accepted with a positive value of the path coefficient of 0.334 with T-Statistic = 2.760. In accordance with the results obtained can stated, the stronger the motivation possessed is able to increase employee satisfaction at work.

Organizational commitment proved to have a positive and significant effect on OCB. This result is shown by the positive path coefficient of 0.211 with T-Statistic = 2.369, so the hypothesis-3 (H3) is supported. These results indicate, the increasing commitment of employees can improve OCB in carrying out work. Similar results were obtained for the motivational effect on OCB, with a positive path coefficient of 0.428 with a T-Statistic = 3.810. These results indicate that hypothesis-4 (H4) is accepted with meaning; the stronger the motivation of the employee is able to improve OCB’s behavior at work. In addition, job satisfaction found to have a positive and significant effect on OCB. This result is shown by the positive path coefficient of 0.270 with T-Statistic = 2.318, so the fifth hypothesis (H5) is accepted. This finding gives meaning; the more satisfied employees work can increase OCB’s at work.

In order to clarify the results of hypothesis testing, the overall results of the research model can presented in Figure 1 below.
Source: results of analysis

To provide a comprehensive insight into the implementation of OCB in the workplace, this study examines the mediating role of job satisfaction on the indirect effect of organizational commitment on OCB, and the indirect effect of motivation on OCB. The results of the examination found that job satisfaction was able to mediate significantly on the indirect effect of organizational commitment to OCB with an effect of 0.113. These findings indicate that an increase in employee commitment in carrying out tasks and jobs can give employees the satisfaction of working, so that in the end OCB is increasing. However, job satisfaction is not a key mediation on the indirect effect of organizational commitment to OCB, because it is partial mediation. On the other hand, job satisfaction found not as a mediating variable on the indirect effect of motivation on OCB. This is because the Sobell's test showed insignificant results (p> 0.05) with an indirect effect coefficient of 0.090. These findings provide a clue that employee job satisfaction derived from work motivation has not been able to determine OCB.

Discussion

Hypothesis test results indicate an increase in employee commitment will arouse employee satisfaction at work. The findings of this study provide information, employees are committed in carrying out tasks and work for institutions by prioritizing affective commitment, namely by the existence of a very large organizational role for employees, emotional ties, pride of employees in the organization and a sense of belonging to the organization of employees. The results of this study support previous research, which also found a significant effect on organizational commitment to job satisfaction (Andyanto et al., 2018; Renyut et al., 2017; Adekola, 2012; Akhtar et al., 2015). This finding means that employee job satisfaction significantly determined by his commitment in the organization (Saleem, 2017; Syarifah & Lailatus, 2012).

In addition, job satisfaction also significantly influenced by motivation from employees. The significant influence of motivation on employee job satisfaction confirms findings from previous studies (Nyarko et al., 2014; Hairuddin et al., 2017; Saleem et al., 2010; Azash et al., 2011; Oguminae et al., 2014; Sohail et al., 2014) al., 2014). The findings of this study, employees are motivated in carrying out their duties and work are reflected in the initiative and creativity, both efforts to improve their abilities, initiatives to complete the work and be creative in overcoming work difficulties. High motivation possessed by employees can increase satisfaction at work, especially feeling satisfied with the tasks and work performed.

Hypothesis test results show that organizational commitment has a positive and significant effect on OCB. The findings of this study suggest that employees committed to carrying out their duties and work can determine the OCB of employees in the workplace. This finding is consistent with previous studies that organizational commitment has an important role in determining employee behavior to implement OCB (Prasetyo et al., 2017; Odoch & Nangoli, 2014; Chib, 2016; Bakam et al., 2013). Other information that can be conveyed from the findings of this study is that organizational commitment has an indirect positive effect on OCB through mediation of job satisfaction. The findings obtained can be interpreted; an increase in employee commitment in carrying out tasks and work can provide employee satisfaction at work, so that in the end OCB in the workplace is increasing. Although the mediating role of job satisfaction on the indirect effect of organizational commitment to OCB is not a key role (partial mediation), it turns out that job satisfaction is able to magnify the effect of organizational commitment on OCB.

Motivation found to have a positive and significant effect on OCB. These findings provide clues; the more motivated employees in carrying out work can have a direct impact on improving the behavior of OCB employees in the workplace. Furthermore, employees are motivated in carrying out their duties and work reflected in the initiatives and creativity, both efforts to improve their abilities, initiatives to complete the work and be creative in overcoming work difficulties. High motivation possessed by employees can improve employee OCB behavior, especially helping others in the implementation of work (Ahmed & Khan, 2016). This finding is in accordance with the results of the study obtained by Ariyani et al. (2016) and Reza et al. (2018) that motivation has a positive and significant effect on OCB. In addition, Ibrahim & Aslinda (2014) found intrinsic and extrinsic motivation to have a positive effect on OCB. Other information that can be conveyed from the findings of this study is that job satisfaction is not a mediator of motivational effects on OCB. This finding ensures an increase in employee motivation in carrying out tasks and jobs is able directly shape to OCB in the workplace, regardless of employee satisfaction.

Meanwhile, job satisfaction found to have a positive and significant effect on job satisfaction on OCB. The results obtained give meaning, employee job satisfaction primarily from feeling satisfied with the tasks and work carried out can improve OCB, especially helping others in work performance. The results of this study are consistent with the empirical findings of Prasetyo et al. (2017); Tabatabei et al. (2015); Odoch & Nangoli (2014) that perceived job satisfaction could direct employees to behave in OCB. The results of the same study by Mohammad et al. (2011); Wibowo & Faradila (2017) who found job satisfaction had a positive and significant impact on OCB on every member of the organization. The main limitation of this study is that several important factors were identified that influenced OCB behavior in organizations. However, apart from the factors that have examined in this study, other factors that should be
included in the model, leadership, organizational justice, and, attitude, and self-efficacy for example. Therefore, further research must include these variables in the research model.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusions
The results of this study can concluded that organizational commitment and motivation could determine employee satisfaction at work. In addition, organizational commitment, motivation and job satisfaction can determine employees to behave in OCB. Other information that can delivered; organizational commitment has a positive effect indirectly on OCB through mediation of job satisfaction (partial mediation). However, motivation found no have indirect effect (no mediation) on OCB through mediation of job satisfaction.

Suggestions
In order to increase job satisfaction and OCB behavior, increase organizational commitment from employees, leaders use the right approach and according to employee characteristics. These efforts can strengthen employee commitment to the organization by prioritizing affective commitment, both the role of the organization, which means very large for employees, the pride of employees in the organization, the existence of emotional ties and employees participate in having this organization. In addition, pay attention to normative commitments and ongoing commitments in all organizational activities. Strengthening the commitment of employees can create employee satisfaction and enhance OCB.

Motivation possessed by employees is able to have an impact on increasing OCB behavior. Based on this directing the leadership to provide appropriate motivation, especially attention to the development of employee initiative and creativity in working without ignoring other factors, such as: enthusiasm for work, encouragement to achieve goals and responsibilities. Efforts to strengthen self-motivation of employees can provide excellent service to the community.

Employee satisfaction at work can determine OCB behavior, thus providing important guidance for leaders to prioritize employee satisfaction for their work, as well as pay attention to salary satisfaction, satisfaction with supervision, satisfaction with colleagues and satisfaction with promotion. Employee satisfaction at work later can direct employees to help each other in the implementation of tasks and work. In addition, employees also need to behave consciously as part of the organization, work with kindness, uphold sportsmanship and work with conscience.

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