



Job Satisfaction and Citizenship Behavior of Employees of Private Universities in the Central Jakarta Region

Rahayu Endang Suryani*, Herminda, Darmin

Universitas Persada Indonesia Y.A.I, Indonesia. *Email: ayu_nani15@yahoo.com

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ABSTRACT

The purpose of this research is to know and analyze job satisfaction factors and citizenship behavior of employees private university. The methods of this research are descriptive and causality methods. Problems of this research formulated in 7 hypotheses that structural equation modeling tests analysis with Lisrel 8.80 software and 214 respondents. The research finding is there is the positive and significances influence of the Organizational commitment and work-life balance simultaneously on job satisfaction, and there is the positive and significances influence of the Organization commitment, work-life balance, and job satisfaction simultaneously on behavior of organizational citizenship, wherever job satisfaction is the dominant variable to more influence on behavior of organizational citizenship. Advice managerial, to build behavior of organizational citizenship employees, in the future, management private university have to build job satisfaction through the working conditions of that supports. While to improve job satisfaction, management private university have to build Affective commitment and work-life balance trough Personal Life Enhancement of Work employees private university in Central Jakarta.

Keywords: Organizational Commitment, Work-life Balance, Job Satisfaction, Organizational Citizenship Behavior

JEL Classifications: M12, M54, N75

1. INTRODUCTION

Competition in the world of higher education is increasingly prevalent. The community is increasingly smart to choose universities, especially private universities. Institutions that have been accredited and have an accreditation study program are the top priority for the community to make their choice. Human resources in the university environment will be maximized both in terms of managers, educators, non-educators and administrative staff. The facts show that for lecturers, laboratory staff, librarians have clear standardization. This does not happen to administrative staff that is generally only based on the last diploma and the suitability of the work placement only (Applegate et al., 2016).

Another fact, there are no judgments related to the round of administrative staff in higher education. The migration of home

base lecturers, laboratory staff, librarians will be a big problem for a college. The high rotation of administrative staff has never been reviewed. There are several private universities that use a lot of contract workers for administrative staff. The cost of work is indeed a little lower than using a lot of permanent staff. But loyalty, work commitment to the institution is limited to the period of the employment contract (Masakure, 2016).

College administrative staff are supporting staff to launch all the activities of the higher education administration both in the academic, financial, student, R & D and other fields. Positive synergy is needed to support the work of administrative staff so that they have an organizational commitment which will ultimately create job satisfaction with the administrative staff. The existence of job satisfaction is what will make administrative staff willing to do tasks that are not only listed in the job description.

Performing an “extra role” is an indication of job satisfaction. The essence of this research study is the behavior of organizational citizenship. This study examines the influence of organizational commitment and works life balance on job satisfaction and its implications for the behavior of organizational citizenship (Harwiki, 2016).

2. LITERATURE REVIEW

2.1. Organizational Commitment

(Wang, 2009) define commitment as a condition in which an individual sits with the organization and its goals and desires to maintain its membership in the organization. (Bailey et al., 2016) define organizational commitment as the degree to which employees believe and are willing to accept organizational goals and will remain or will not leave the organization). Mowday quoted by (Bailey et al., 2016) argues that there are three aspects of commitment, namely:

- Affective commitment, related to the desire to be attached to the organization. Individuals stay in organizations because of their own desires. The key to this commitment is wanted to.
- Continuance commitment is a commitment based on rational needs. In other words, this commitment is formed on the basis of profit and loss, considered for what must be sacrificed if it will settle in an organization. The key to this commitment is the need to survive.
- Normative Commitment, is a commitment that is based on the norms that exist on the employee, contains the individual’s beliefs about responsibility for the organization. He felt he had to endure because of loyalty. The key to this commitment is ought to stay within the organization.

2.2. Work-life Balance

(Sanborn, 2013) revealed that work-life balances are the ability of a person to balance work demands with their personal and family needs. An employee will not achieve success if the need for personal and family is not fulfilled properly, even though the employee gets good facilities and high salary from the company where they work but if personal and family needs are not met, the employee feels he is not successful in career and low productivity. (Arenofsky, 2017) say work-life balances have 4 forming dimensions, namely:

1. Work interference with personal life
This dimension refers to the extent to which work can interfere with an individual’s personal life. For example, work can make it difficult for a person to manage time for his personal life.
2. Personal life interference with work
This dimension refers to the extent to which an individual’s personal life interferes with his work life. For example, if an individual has a problem with his personal life, this can interfere with the individual’s performance while working.
3. Personal life enhancement of work
This dimension refers to the extent to which one’s personal life can improve the performance of individuals in the world of work. For example, if the individual feels happy because his personal life is pleasant, this can make the individual’s mood at work enjoyable.
4. Work enhancement of personal life
This dimension refers to the extent to which work can improve

the quality of an individual’s personal life. For example, skills acquired.

2.3. Work Satisfaction

(Shmailan, 2016) states that job satisfaction is an employee’s attitude to work related to work situations, cooperation between employees, rewards received and other matters concerning physical and psychological factors. Furthermore, (Zablah et al. 2016) state that the factors that drive job satisfaction are as follows:

- Work that is mentally challenging
- Worth the reward
- Supporting working conditions
- Supporting co-workers
- Suitability of personality with work.

2.4. Organizational Citizenship Behavior

According to Organ quoted by (Suzana, 2017), Organizational Citizenship Behavior is a form of behavior that is an individual choice and initiative, not related to the organization’s formal reward system but in aggregate increases organizational effectiveness. Furthermore, the Organ defines Organizational Citizenship Behaviour (OCB) as discretionary individual behavior, which does not directly and explicitly get an award from the formal reward system, and which as a whole encourages the effectiveness of organizational functions. Free and voluntary, because the behavior is not required by the requirements of the role or description of

Figure 1: The results of the model file structure of path coefficients

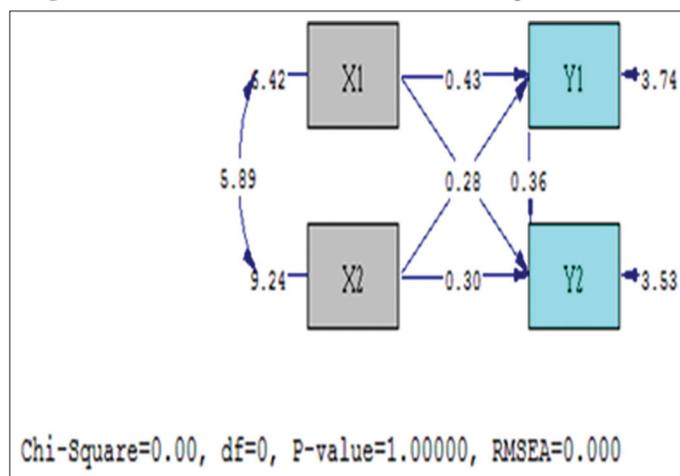
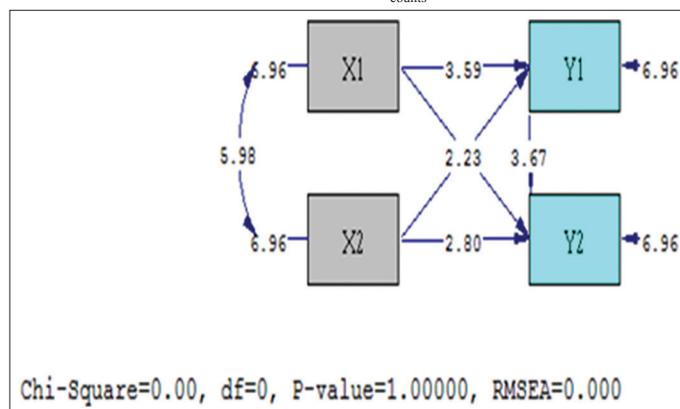


Figure 2: The value diagram of the t_{counts} the significant variables



the position, which are clearly required under a contract with the organization; but as a personal choice. According to the Organ in (Harwika, 2016) divide OCB into five dimensions:

- Altruism, that is, the behavior of helping other employees without any coercion on tasks that are closely related to organizational operations.
- Civic Virtue, demonstrate voluntary participation and support for organizational functions both professionally and naturally.
- Conscientiousness contains the performance of role prerequisites that exceed the minimum standards.
- Courtesy is the behavior of alleviating the problems associated with the work faced by others.
- Sportsmanship contains taboos that make damaging issues despite feeling annoyed.

3. METHODOLOGY

The research method used in this study is quantitative analytic research with descriptive and verification analysis approaches, respondents' data, and information are collected directly at the place where the research was conducted. Descriptive research aims to obtain an overview of the variables studied. While research is verification to test hypotheses through data collection of the field of research conducted on 5 Institutionally accredited PTS. The population of 460 employees with a sample of 214 respondents and using multivariate analysis with structural equation modeling and data processing using the Lisrel 8.80 program.

4. RESULT AND DISCUSSION

In Figures 1 and 2, it can be seen that the value of t count for the variable organizational commitment (X1) is 3.59 and the working life balance variable (X2) is t count of 4.11 for the variable job satisfaction (Y1). The value of the table at a significant level of 0.05 is 1.98. It can be concluded that H1, H2, and H3 are accepted or Ho rejected, namely there is a simultaneous influence of organizational commitment variables (X1) and work-life balance variables (X2) on the variable job satisfaction (Y1) with a contribution value of $R^2 = 0.41$ and F count value is 3.74. The dominant variable influencing job satisfaction is an organizational commitment to the dimension of affective commitment.

Also, be seen that the t count for the variable organizational commitment (X1) is 2.23 and the working life balance variable (X2) is t count of 2.80 and the job satisfaction variable (Y1) is t count 3.67 for the behavior variable organizational citizenship (Y2). The value of the table at a significant level of 0.05 is 1.98. It can be concluded that based on a predetermined hypothesis then H4, H5, H6, and H7 are accepted or Ho is rejected, namely there is a simultaneous influence between organizational commitment variables (X1) and work-life balance variables (X2), job satisfaction variable (Y1) against variable organizational citizenship behavior (Y2) with the value of the contribution of

$R^2 = 0.21$ and the calculated F value of 3.53. The dominant variable influencing the behavior of organizational citizenship is job satisfaction with the dimensions of working conditions that support (Shmailan, 2016; Suzana, 2017; Zhao et al., 2008).

5. CONCLUSION

From the analysis and discussion of, the results of this study can be summarized as follows:

- There is a significant effect of organizational commitment and work-life balance on Job Satisfaction in accredited University employees in the Central Jakarta region and the dominant variable influential is an organizational commitment (Affective commitment).
- There is a significant effect of job satisfaction on organizational citizenship behavior of accredited University administrative staff in the Central Jakarta area. The dominant variable influencing on the behavior of organizational citizenship is job satisfaction with the dimensions of working conditions that support.

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