

The Mediating Effect of Affective Commitment in The Influence of Job Satisfaction on Organizational Citizenship Behavior

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ABSTRACT

This research aims to determine and analyze the impact of job satisfaction on organizational citizenship behavior through affective commitment in employees of the Payakumbuh City Transportation Department. This type of research is descriptive causative research. The respondents of this study were 42 people using total sampling techniques. Data collection using a questionnaire with a Likert scale. Data analysis techniques using SEM with the help of SmartPLS software version 4.0.1. The research findings show that job satisfaction has a positive and significant impact on organizational citizenship behavior. Job satisfaction has a positive and significant impact on affective commitment. In addition, this study also proves that affective commitment mediates the impact of job satisfaction on organizational citizenship behavior positively and significantly.

ABSTRAK

Penelitian ini bertujuan untuk mengetahui dan menganalisis dampak kepuasan kerja terhadap perilaku kewargaan organisasional melalui komitmen afektif pada pegawai Dinas Perhubungan Kota Payakumbuh. Jenis penelitian ini adalah penelitian deskriptif kausatif. Responden penelitian ini berjumlah 42 orang dengan menggunakan teknik total sampling. Pengumpulan data menggunakan kuesioner dengan skala likert. Teknik analisis data menggunakan SEM dengan bantuan software SmartPLS versi 4.0.1. Dari Hasil penelitian menunjukkan bahwa kepuasan kerja berdampak positif dan signifikan terhadap perilaku kewargaan organisasional. Kepuasan kerja berdampak positif dan signifikan terhadap komitmen afektif. Selain itu, penelitian ini juga membuktikan bahwa komitmen afektif memediasi dampak kepuasan kerja terhadap perilaku kewargaan organisasional secara positif dan signifikan.

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INTRODUCTION

Human resources are the most important asset for an organization, serving as the main driver in every activity. The success of an organization is highly dependent on the quality of human resources and the active participation of employees. Employees who have high dedication not only carry out tasks according to their job descriptions, but are also willing to do more. Behavior shown by employees outside their job descriptions but having a positive impact on the organization is called Organizational

Citizenship Behavior (OCB) (Hasanah et al., 2023). With this behavior, they will be willing to help other employees in any situation. Therefore, OCB is one of the important attitudes that employees must have.

According to Organ in Khaola & Rambe (2021) defines OCB as behavior that is carried out on one's own initiative, not directly or explicitly recognized by formal reward systems, and overall improve organizational performance. According to Singh & Banerji (2022) OCB refers to employee actions that go beyond their responsibilities, including providing training to new employees, working overtime without extra compensation, handling unexpected work, and performing similar tasks. Employees who demonstrate high levels of OCB will support the organization in achieving its goals and also contribute to the effectiveness and performance of the organization (Organ, 2018).

Based on a pre-survey by distributing questionnaires to 20 employees of the Payakumbuh City Transportation Department, it was found that all respondents were serious about following the rules and regulations of the agency even when no one was supervising and always maintained good relations with fellow office employees. However, as many as 30% of respondents did not attend meetings that were not mandatory but were considered important.

Based on previous research, there are several factors that influence OCB. These factors are transformational leadership (Nurjanah et al., 2020; Purwanto et al., 2021), job satisfaction (Nurjanah et al., 2020; Sahyoni et al., 2020., Hidayat & Patras, 2022; Linda et al., 2019; Putri, 2022), affective commitment (Chernyak-Hai *et al.*, 2023; Wardani, 2020; Ribeiro et al., 2022; Hasanah et al., 2023).

One of the factors that influence OCB is job satisfaction. Job Satisfaction is a person's feelings or attitudes towards their work or work experience. In other words, job satisfaction is a component at the individual level that indicates a person's influence and feelings towards their job (Li et al., 2020). Robbins and Judge (2016: 49) define job satisfaction as a result of evaluating its characteristics. Furthermore, Sahyoni (2020) explains that job satisfaction is something strategic, if job satisfaction is not met, it will have an effect on poor work results.

Based on a pre-survey by distributing questionnaires to 20 employees of the Payakumbuh City Transportation Department, it was found that all respondents were satisfied with their supervisor who were always willing to help if they had difficulty completing tasks. However, 15% of respondents were not satisfied with the progress of their career development.

Another factor that can influence OCB is affective commitment. Affective commitment is part of organizational commitment. Azmy (2021), organizational commitment is all efforts made by employees to contribute to the success of the organization through their work and work experiences. According to Allen & Meyer (1990), organizational commitment is divided into three components, namely normative commitment, continuance commitment, and affective commitment. Affective commitment is considered an important core of organizational commitment because it involves a strong emotional aspect of the individual's relationship with the organization and plays a role in shaping employee behavior (Mercurio, 2015). In addition, affective commitment has a strong and positive relationship with preferred behaviors such as attendance, performance and OCB (Nandan et al., 2018).

Affective commitment can be interpreted as a psychological state that reflects the emotional attachment, identification, and loyalty felt by individuals towards their organization (Bouraoui et al., 2019). Affective commitment can have a positive effect on the organization, such as reducing the risk of employee resignation, reducing employee absenteeism, employees can appreciate organizational values and comply with organizational norms and policy practices and employees who have affective commitment will work hard and show better work performance (Meyer & Allen, 1997).

Based on a pre-survey by distributing questionnaires to 20 employees of the Payakumbuh City Transportation Department, it is known that all respondents would be very happy to work with this organization. However, 10% of respondents are not willing to do work beyond expectations to help the organization achieve success.

LITERATURE REVIEW

Organizational Citizenship Behavior

Organ (1988) defines organizational citizenship behavior (OCB) as discretionary actions that are not explicitly or directly recognized by the formal reward system that overall encourage effective operations within the organization. It refers to behavior that is not formally required but contributes to effective organizational functioning (Podsakoff et al., 2000). Meanwhile, Nurjanah et al., (2020) define OCB which is usually not appreciated or considered as part of the discipline of organizational psychology. Furthermore, Hassi (2019) said that OCB is an optional behavior that is not part of formal job duties, but is shown by employees to contribute to achieving desired results in the workplace without expecting direct personal gain.

Organ et al., (2006) stated that there are 5 indicators of Organizational Citizenship Behavior (OCB), namely altruism, conscientiousness, sportsmanship, courtesy, and civic-virtue.

Job Satisfaction

Job satisfaction can be defined as a relative level of satisfaction regarding liking or disliking things related to one's job (Nurjanah et al., 2020). In addition, according to Robbins & Judge (2016: 49) job satisfaction is defined as a positive feeling that an employee has about their job. In addition, Luthans (2006: 243) explains that job satisfaction is the result of employee perceptions of how well their work provides what is considered important. An organization with more satisfied employees will tend to work more effectively and productively (Eliyana et al., 2019).

The indicators used to measure job satisfaction according to Robbins & Judge (2017) are the job itself, salary, career, supervisor, and co-workers.

Affective Commitment

Affective commitment is defined as a positive feeling of identification, attachment, and involvement with a work organization (Meyer & Allen, 1991). People who are strongly committed to their organization will be more involved in decision making and participate in the decision-making process. (Saha & Kumar, 2018). According to Mikola & Prasetio (2020), affective commitment is the desire to remain a member of an organization because they have an emotional bond with the organization. Furthermore, Wulandari & Kismono (2023) explain that affective commitment is the emotional attachment an employee has to an organization and the level of involvement they have with it. Employees with a high level of affective commitment are more likely to remain with the organization because of their own desire.

Allen & Meyer (1990) explained that there are three indicators that describe the existence of affective commitment to an organization, namely: emotional attachment, identification and participation.

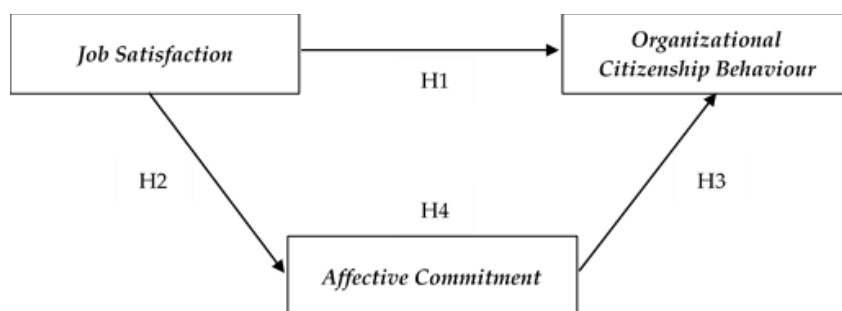


Figure 1. Conceptual Framework

Hypothesis

H1: Job satisfaction has a positive and significant influence on Organizational Citizenship Behavior

H2: Job satisfaction has a positive and significant influence on affective commitment

H3: Affective commitment has a positive and significant influence on Organizational Citizenship Behavior

H4: Affective commitment mediates the relationship between job satisfaction and Organizational Citizenship Behavior

METHOD

This type of research is descriptive causative research. Descriptive causative research is research that aims to show a causal relationship. This research was carried out to see how far affective commitment mediates the influence of job satisfaction on OCB. The population in this study were all civil servants of the Payakumbuh City Transportation Department, totaling 42 people. For sampling, the author used a total sampling technique where the entire population was sampled. Data collection used a questionnaire with a Likert scale. The data analysis technique used SEM with the help of SmartPLS software version 4.0.1.

RESULT AND DISCUSSION

In this research model, the dependent variable used is OCB. In measuring OCB, 5 indicators with 22 question items are used. Based on the overall accumulation of the five indicators used to measure OCB, the average accumulation (mean) is 4.05 with a TCR of 80.97%. Thus, it can be concluded that OCB in Payakumbuh City Transportation Department employees is in the sufficient category, meaning that OCB in Payakumbuh City Transportation Department employees is not optimal and needs to be enhancement

The independent variable used is job satisfaction. In measuring job satisfaction, 5 indicators with 15 question items are used. Based on the overall accumulation of the five indicators used to measure job satisfaction, the average accumulation (mean) is 3.96 with a TCR of 79.27%. Thus, it can be decided that job satisfaction among employees of Payakumbuh City Transportation Department is in the sufficient category, meaning that job satisfaction among employees of Payakumbuh City Transportation Department is not optimal and needs to be enhancement.

The mediating variable used is affective commitment. In measuring affective commitment, 3 indicators with 13 question items are used. Based on the overall accumulation of the three indicators used to measure the affective commitment variable, the average accumulation (mean) is 4.00 with a TCR of 80.03%. Thus, it can be decided that the affective commitment of the employees of Payakumbuh City Transportation Department is in the sufficient category, meaning that the affective commitment of the employees of Payakumbuh City Transportation Department is not optimal and needs to be enhancement.

Model Measurement (Outer Model)

Validity Test

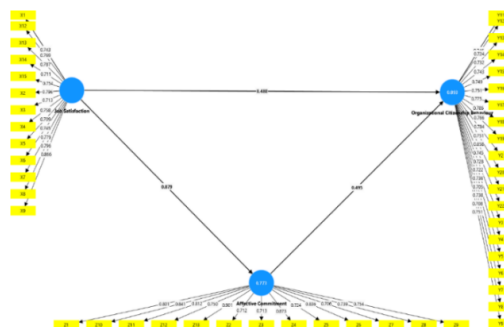


Figure 2. Outer Model

The indicators for each variable produced a convergent validity value with a loading factor value above 0.7, indicating that the cross-loading value also demonstrates good discriminant validity, according to the outer loading results shown above. Another method that can be used to assess convergent validity is to look at the value of the Average Variance Extracted (AVE). The construct can be said to be valid if the AVE value is > 0.5 .

Table 1. Average Variance Extracted (AVE)

Variables	Average variance extracted (AVE)
<i>Job Satisfaction (X)</i>	0.588
<i>Organizational Citizenship Behavior (Y)</i>	0.565
<i>Affective Commitment (Z)</i>	0.615

Source: the results of primary data process (2024)

According to the results above, it can be concluded that each of the three variables have an AVE value above 0.5. Thus, all indicators have met the requirements of discriminant validity.

Reliability Test

The reliability test is known based on the composite reliability and Cronbach's alpha values. The results of composite reliability and cronbach's alpha can be said to be reliable if they have a value above 0.7. The following are the results of composite reliability and cronbach's alpha:

Table 2. Cronbach's Alpha and Composite Reliability

	Cronbach's alpha	Composite reliability (rho_a)
<i>Job Satisfaction (X)</i>	0.950	0.952
<i>Organizational Citizenship Behavior (Y)</i>	0.963	0.964
<i>Affective Commitment (Z)</i>	0.947	0.954

Source: the results of primary data process (2024)

As a result of the composite reliability value and cronbach's alpha of each construct in the estimation model being above 0.7, as shown in the table above, it can be concluded that each construct is reliable.

Inner Model

Table 3. Analysis Result R-Square

	R-square	R-square adjusted
<i>Organizational Citizenship Behavior (Y)</i>	0.893	0.888
<i>Affective Commitment (Z)</i>	0.773	0.768

Source: the results of primary data process (2024)

The table above shows the value of the R-Square of the OCB variable of 0.893, which shows that 89.3% of the OCB variable can be impacted by the job satisfaction and affective commitment variables. While for the affective commitment variable, it was obtained at 0.773, which shows that 77.3% of the affective commitment variable can be impacted by the job satisfaction variable.

Hypothesis Testing

Hypothesis testing is carried out in order to observe and determine the direct and indirect effects between the variables that are used in the study. The hypothesis will be supported if the t-statistic value is > 1.96 . The results of the direct effect hypothesis test are as follows:

Table 4. Hypothesis Testing

Path	Path coefficient				Total	Info
	Direct	T statistic	Indirect	T statistic		
<i>Job Satisfaction -> Organizational Citizenship Behavior</i>	0.480	2.401	0.435	3.495	0,915	Sig
<i>Job Satisfaction -> Affective Commitment</i>	0.879	7.289			0.879	Sig
<i>Affective Commitment -> Organizational Citizenship Behavior</i>	0.495	2.921			0.495	Sig

Source: the results of primary data process (2024)

Based on the table above, it can be concluded that there is a direct influence of job satisfaction on OCB with a coefficient of 0.480 and a t-statistic of 2.401, while the influence of job satisfaction on affective commitment is direct with a coefficient of 0.879 and a t-statistic of 7.289, then the influence of affective commitment on OCB is direct with a coefficient of 0.495 and a t-statistic of 2.921. This means that hypotheses 1,2, and 3 can be supported. Furthermore, the influence of job satisfaction on OCB through affective commitment is indirect with a coefficient of 0.435 and a t-statistic of 3.495. This means that hypothesis 4 can be supported because $3.495 > 1.96$. If the job satisfaction felt by employees is good, the affective commitment owned by employees will also increase so that it will affect the increase in OCB owned by employees.

The influence of job satisfaction on OCB

The results of the frequency distribution analysis showed that the job satisfaction variable had a mean score of 3.96 and a TCR of 79.27% in the sufficient category. The affective commitment variable also had a mean score of 4.00 and a TCR of 80.03% in the sufficient category. The results show that the affective commitment possessed by employees of Payakumbuh City Transportation Department still needs to be considered and improved.

According to the analysis result, the job satisfaction variable has a positive and significant effect on OCB in Payakumbuh City Transportation Department employees. This is evidenced by the path coefficient value of 0.480 with a t-statistic of 2.401, which indicates a positive and significant influence between job satisfaction and OCB in Payakumbuh City Transportation Department employees. So it can be concluded that the higher the job satisfaction felt by employees, the higher the OCB possessed by employees. The results of this study are also reinforced by previous studies which state that job satisfaction has a positive and significant effect on OCB (Linda et al., 2019; Nurjanah et al., 2020; and Wardani, 2021).

The influence of job satisfaction on affective commitment

The results of the frequency distribution analysis of the job satisfaction variable with a mean score of 3.96 and a TCR of 79.27% in the sufficient category. Furthermore, the results of the frequency distribution analysis of the affective commitment variable with a mean score of 4.00 and a TCR of 80.03% in the sufficient category, which means that the affective commitment possessed by employees of Payakumbuh City Transportation Department still needs to be considered and improved.

According to the analysis result, the job satisfaction variable has a positive and significant effect on affective commitment in employees of Payakumbuh City Transportation Department. This is

evidenced by the path coefficient value of 0.879 with a t-statistic of 7.289 which indicates a positive and significant influence between job satisfaction and affective commitment in employees of Payakumbuh City Transportation Department. This means that the higher the job satisfaction, the higher the affective commitment. The results of this study are also supported by previous research carried out by Hasanah et al., (2023) that job satisfaction has a positive and significant effect on affective commitment.

The influence of affective commitment on OCB

The results of the frequency distribution analysis of the affective commitment variable showed a mean score of 4.00 and a TCR of 80.03% in the sufficient category, meaning that the affective commitment of Payakumbuh City Transportation Department employees still needs to enhancement. The results of the frequency distribution analysis of the OCB variable showed a mean score of 4.05 and a TCR of 80.97% in the sufficient category, meaning that the OCB of Payakumbuh City Transportation Department still needs to be improved.

According to the analysis result, the affective commitment has a positive and significant impact on OCB in Payakumbuh City Transportation Department employees. This is evidenced by the path coefficient value of 0.495 with a t-statistic of 2.921, which indicates a positive and significant influence between affective commitment and OCB in Payakumbuh City Transportation Department employees. So it can be concluded that if the affective commitment of the employee is higher, it will have an effect on the high level of OCB owned by the employee. The results of this study are also strengthened by previous studies which state that affective commitment has a positive and significant effect on OCB (Chenyak-Hai et al., 2023 and Putri, 2022).

The influence of job satisfaction on OCB through affective commitment

According to the analysis result, the job satisfaction variable has a positive and significant effect on OCB through affective commitment with the test results showing a path coefficient value of 0.435 which means it has a positive effect. Then the results of the study also showed that the t-statistic value of $3.495 > 1.96$ which means that the variable has a significant effect. Thus, it can be concluded that job satisfaction has a positive and significant effect on OCB through affective commitment.

Hasanah et al., (2023) who explained that when employees feel satisfied with their jobs, they tend to build a strong emotional attachment to the organization, which increases affective commitment. Employees with high affective commitment are more likely to demonstrate OCB, such as helping coworkers and contributing to a positive work environment. Therefore, it can be concluded that employees who have high job satisfaction will feel positive emotions, which will increase their affective commitment to the organization. Employees who have high affective commitment are more likely to engage in OCB, because they feel bound and responsible for the success of the organization.

In addition, the findings of this research are supported by previous research carried out by Wardani, (2021) which states that affective commitment mediates the influence of job satisfaction on OCB. This is in line with research carried out by Hasanah et al., (2023) that affective commitment can mediate the influence of job satisfaction on OCB positively and significantly.

CONCLUSSION

This study aims to test and analyze the influence of job satisfaction on OCB with affective commitment as a mediating variable on employees of Payakumbuh City Transportation Department. According to the above discussion, it is come to the conclusion that:

1. There is a positive and significant influence between job satisfaction on OCB on employees of Payakumbuh City Transportation Department. Higher job satisfaction among employees leads to increased OCB at the Payakumbuh City Transportation Department.
2. There is a positive and significant influence between job satisfaction on affective commitment on employees of Payakumbuh City Transportation Department. Higher job satisfaction among

employees leads to increased affective commitment at the Payakumbuh City Transportation Department.

3. There is a positive and significant influence between affective commitment on OCB on employees of Payakumbuh City Transportation Department Higher affective commitment among employees leads to increased OCB at the Payakumbuh City Transportation Department.
4. There is a positive and significant influence of affective commitment mediating the relationship between job satisfaction on OCB in employees of Payakumbuh City Transportation Department. Higher job satisfaction among employees leads to increased affective commitment, if affective commitment increases, it will automatically increase the OCB of employees of Payakumbuh City Transportation Department.

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