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## Work Satisfaction and Organizational Commitment in Affecting Ocb and Its Impact on Civil Servant Performance of Regional Secretariat of Pidie Jaya District

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### Abstract

This study aimed to analyze the effect of work satisfaction and organizational commitment on civil servant performance both directly and indirectly through organizational citizenship behavior (OCB). The number of research respondents was 119 employees who are determined through the census technique, while the data analysis technique used was Structural Equation Model. This study found some evidence that: Work satisfaction affects civil servant performance significantly, Organizational commitment affects civil servant performance significantly, OCB affects civil servant performance significantly, Work satisfaction affects OCB significantly, Organizational commitment affects OCB significantly, Work satisfaction affects civil servant performance significantly through OCB, and Organizational commitment affects civil servant performance significantly through OCB. And also OCB acts as a partial mediation between the effect of work satisfaction and organizational commitment on civil servant performance. These findings confirm the model of improving employee performance, which in fact to improve employee performance, the model still pays attention to the determining factors, namely work satisfaction and organizational commitment, where if these two factors can be improved it will affect OCB and will have an impact on improving employee performance.

**Keywords:** Work satisfaction, Organizational Commitment, OCB, Civil servant performance.

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### 1. Introduction

The Regional Secretariat of Pidie Jaya district in carrying out its duties and functions requires qualified employees so that the goals and objectives set can run optimally so that the performance produced by the organization can be achieved as expected. The performance of an organization is very dependent on the performance of employees because basically the performance of an organization is the overall performance of employees in the organization. The performance of an employee in an organization can be influenced by several factors, such as work satisfaction, organizational commitment, and organizational citizenship behavior (OCB).

(Luthans, 2013) said that OCB has a positive relationship with employee performance, if an employee in an organization has OCB, then the performance produced by the employee will also be better. Then, (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002) said that an employee's commitment is needed by the organization because an employee who is committed to an organization will have better performance than employees who are not committed to the organization. Furthermore, (Johan, 2002) said that an employee's performance will be optimal if the employee feels satisfied with his work, when an employee has satisfaction with his work, of course, the employee will make every effort with his ability to improve his performance.

Based on the description previously explained, it is known that employee/civil servant performance can be affected by work satisfaction, organizational commitment, and OCB. Nevertheless, there are differences in the results of research conducted by previous researchers (research gap).

The results of previous research found that work satisfaction (Maharani, Troena, & Noermijati, 2013), organizational commitment (Syauta, Troena, Setiawan, & Solimun, 2012), and OCB (Rita, Payangan, Tuhumena, & Erari, 2016) have an effect on improving employee performance. Meanwhile, there are also research results that found that work satisfaction (Setiawan & Gunawan, 2016), organizational commitment (Indarti, Solimun, Fernandes, & Hakim, 2017), and OCB (Agustiningih, Thoyib, Djumilah, & Noermijati, 2016) have no effect on improving employee performance. Thus, the purpose of this study was to find the contribution variables in improving employee performance of the Regional Secretariat of Pidie Jaya District.

## **2. Literature Review**

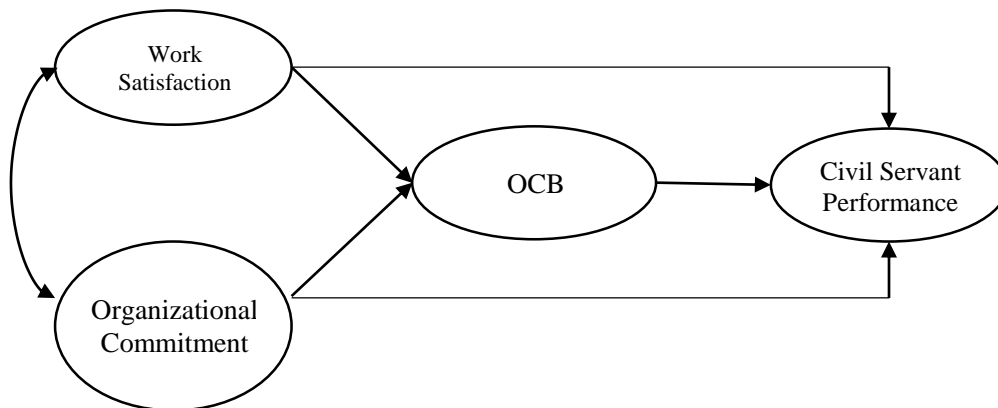
(Mangkunegara & Waris, 2015) defined employee performance as a result of the quality and quantity of work achieved by employees in carrying out tasks following the responsibilities given to them. Then, (Spector, Bauer, & Fox, 2010) defined OCB as an employee's behavior that exceeds the expectations of normal roles which as a whole can increase organizational effectiveness. Next, (Wilson & Ssempebwa, 2016) defined organizational commitment as a characteristic of an individual's relationship with the organization that has implications for the individual's decision to survive in the organization. Furthermore, (Talachi, Gorji, & Boerhannoeddin, 2014) defined work satisfaction as an emotional feeling that results from an employee's evaluation of work and work experience.

The results of the study conducted by (Fadlallah, 2015) and (Indarti et al., 2017) found that work satisfaction affects employee performance significantly. Then, the results of the study conducted by (Memari, Mahdieh, & Marnani, 2013) and (Syauta et al., 2012) found that organizational commitment affects employee performance significantly. Furthermore, the results of the study conducted by (Chelagat, Chepkwony, Kiprop, & Kemboi, 2015) and (Rita et al., 2016) found that OCB affects employee performance significantly.

The results of the study conducted by (Kamel, Amine, & Abdeljalil, 2015) and (Tharikh, Yin, Saad, & Sukumaran, 2016) found that work satisfaction affects OCB significantly. Next,

the results of the study conducted by (Terzi, 2015) and (Prasetio, Yuniarsih, & Ahman, 2017) found that organizational commitment affects OCB significantly. Then, the results of the study conducted by (Maharani et al., 2013) and (Indarti et al., 2017) found that work satisfaction affects employee performance significantly indirectly through OCB. Furthermore, the results of the study conducted by (Rita et al., 2016) and (Indarti et al., 2017) found that organizational commitment affects employee performance significantly indirectly through OCB.

The framework of this research can be seen in the following figure:



**Figure 1. Research Framework**

Based on the literature, the research hypothesis was determined as follows:

Hypothesis 1 : Work satisfaction affects civil servant performance significantly

Hypothesis 2 : Organizational commitment affects civil servant performance significantly

Hypothesis 3 : OCB affects civil servant performance significantly

Hypothesis 4 : Work satisfaction affects OCB significantly

Hypothesis 5 : Organizational commitment affects OCB significantly

Hypothesis 6 : Work satisfaction affects civil servant performance significantly through OCB

Hypothesis 7 : Organizational commitment affects civil servant performance significantly through OCB

### 3. Method

Respondents in this research were all employees of Civil Servants of The Regional Secretariat of Pidie Jaya District totaling 119 selected by the census method. The data were collected through questionnaires and analyzed with the structural equation model (SEM) technique using AMOS Version 24 software. SEM is a multivariate data analysis technique that combines the measurement model which aims to provide the specification of the relationship between latent variables and the indicators and the structural model which aims to provide the effect specifications between latent variables (Hair, Babin, Anderson, & Black, 2018).

### 4. Results

**Measurement Model and Structural Model Tests**

The measurement model test result can be seen in the following table.

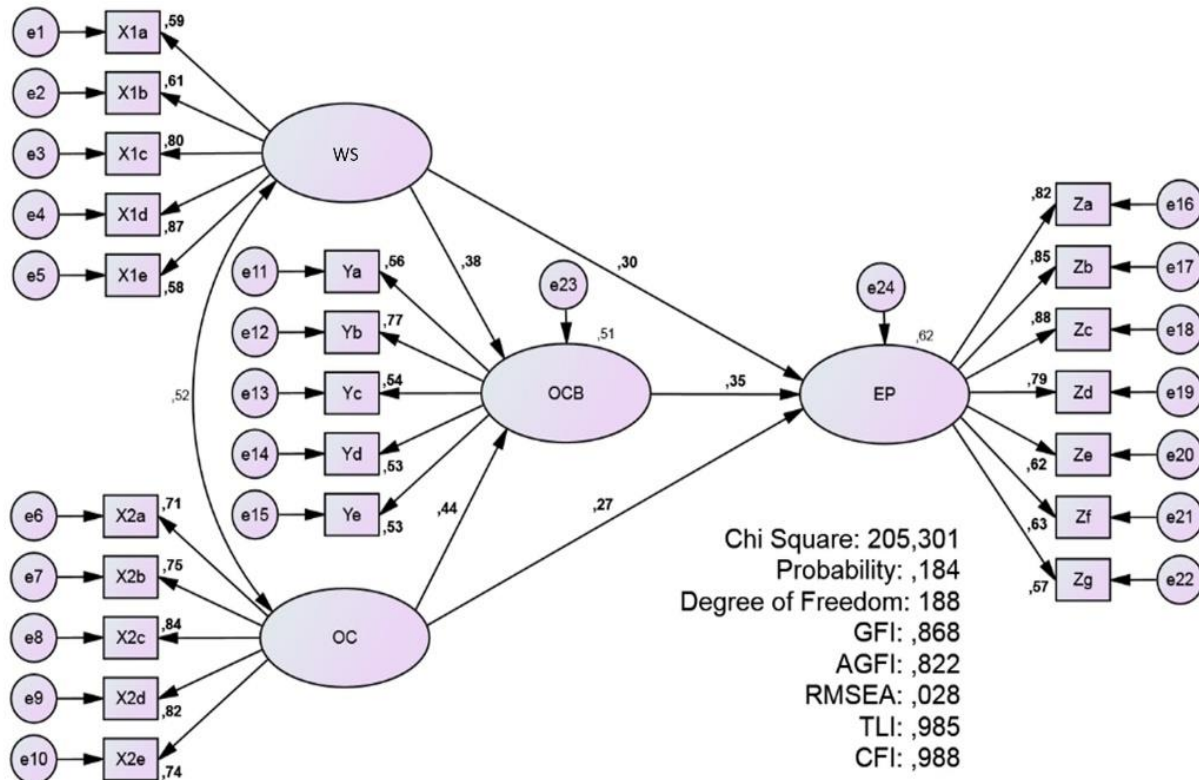
**Table 1. Measurement Model Test**

Loading factor			Average Variance Extracted (AVE)		
$\xi_{1.1}$	<---	Work satisfaction	0.587	Work satisfaction ( $\xi_1$ )	0.589
$\xi_{1.2}$	<---	Work satisfaction	0.612	Organizational Commitment ( $\xi_2$ )	0.601
$\xi_{1.3}$	<---	Work satisfaction	0.799	OCB ( $\eta_1$ )	0.554
$\xi_{1.4}$	<---	Work satisfaction	0.866	Civil servant performance ( $\eta_2$ )	0.557
$\xi_{1.5}$	<---	Work satisfaction	0.582	<b>Composite Reliability</b>	
$\xi_{2.1}$	<---	Organizational Commitment	0.714	Work satisfaction ( $\xi_1$ )	0.823
$\xi_{2.2}$	<---	Organizational Commitment	0.749	Organizational Commitment ( $\xi_2$ )	0.882
$\xi_{2.3}$	<---	Organizational Commitment	0.845	OCB ( $\eta_1$ )	0.726
$\xi_{2.4}$	<---	Organizational Commitment	0.817	Civil servant performance ( $\eta_2$ )	0.896
$\xi_{2.5}$	<---	Organizational Commitment	0.744		
$\eta_{1.1}$	<---	OCB	0.559		
$\eta_{1.2}$	<---	OCB	0.770		
$\eta_{1.3}$	<---	OCB	0.537		
$\eta_{1.4}$	<---	OCB	0.533		
$\eta_{1.5}$	<---	OCB	0.532		
$\eta_{2.1}$	<---	Civil servant performance	0.822		
$\eta_{2.2}$	<---	Civil servant performance	0.847		
$\eta_{2.3}$	<---	Civil servant performance	0.879		
$\eta_{2.4}$	<---	Civil servant performance	0.791		
$\eta_{2.5}$	<---	Civil servant performance	0.621		
$\eta_{2.6}$	<---	Civil servant performance	0.632		
$\eta_{2.7}$	<---	Civil servant performance	0.568		

From Table 1, all indicators have a loading factor value  $> 0.50$  so that it reveals all indicators can represent their latent variables. Then, it also shows that each variable has a value of AVE  $> 0.50$  so it indicates the indicators in the research model developed are proven to measure the latent variables that were targeted and not measure other latent variables.

Furthermore, it is known that each variable has a composite reliability value > 0.70 so it reveals all indicators are reliable to measure their variables.

The structural model test results in this study can be seen as follows.



**Figure 2. Structural Model**

Based on Figure 2, it shows the values of Chi-Square (205.301), *Significance Probability* (0.184), GFI (0.868), AGFI (0.822), RMSEA (0.028), TLI (0.985), and CFI (0.988). Based on these results, all the criteria of Goodness of Fit have been fulfilled even though the values of GFI and AGFI are in the marginal category. However, overall the model in this study can already be said to be fit (good) because the Significance Probability value is > 0.05.

**Hypothesis Test**

The results of the hypothesis test in this study can be seen in the following table:

**Table 2. Hypothesis Testing Result**

<b>Direct Effect</b>	<b>Path Coefficient</b>	<b>Significant Value</b>
Civil servant performance <--- Work satisfaction	0.300	0.011
Civil servant performance <--- Organizational Commitment	0.272	0.020
Civil servant performance <--- OCB	0.349	0.025
OCB <--- Work satisfaction	0.379	0.006
OCB <--- Organizational Commitment	0.436	0.001
<b>Indirect Effect</b>	<b>Path Coefficient</b>	<b>Significant Value (Sobel test)</b>
Civil servant performance <--- OCB <--- Work satisfaction	0.132	0.031
Civil servant performance <--- OCB <--- Organizational Commitment	0.152	0.047

Based on Table 2, the explanation is discussed as follows:

#### H1 : Work satisfaction in Affecting Civil servant performance

Based on the results, testing the influence of work satisfaction on civil servant performance generates an effect coefficient of 0.300 and its significance value of 0.011. This explains that work satisfaction has a significant contribution in improving civil servant performance by 30,0%. These results indicate that the work satisfaction possessed by employees is a matter that can determine the performance of these employees where the results showed that the higher the level of work satisfaction owned by employees of The Regional Secretariat of Pidie Jaya District, the level of civil servant performance will also increase. This result is also following the study by (Uwizeye & Muryungi, 2017) and (Satedjo & Kempa, 2017) which also found that work satisfaction n had a positive and significant effect on employee performance.

#### H2 : Organizational Commitment in Affecting Civil servant performance

Based on the results, testing the influence of organizational commitment on civil servant performance shows an effect coefficient of 0.272 and its significance value of 0.020. This explains the organizational commitment has a significant contribution in improving civil servant performance by 27.2%. These results indicate that the commitment owned by employees towards the organization is a matter that can determine the performance of these employees where the results showed that the higher the level of commitment owned by The Regional Secretariat of Pidie Jaya District employees towards agencies, the higher the level of civil servant performance will also increase. This result is also following the study by (Memari et al., 2013) and (Syauta et al., 2012) which also found that organizational commitment had a positive and significant effect on employee performance.



### H3 : OCB in Affecting Civil servant performance

Based on the results, testing the influence of OCB on civil servant performance produces an effect coefficient of 0.349 and its significance value of 0.025. This reveals the OCB has a significant contribution in improving civil servant performance by 34.9%. These results indicate that the OCB owned by the employee is a matter that can determine the performance of these employees where the results showed that the higher the OCB level owned by an employee of The Regional Secretariat of Pidie Jaya District, the level of civil servant performance will also increase. This result is also following the study by (Chelagat et al., 2015) and (Rita et al., 2016) which also found that OCB had a positive and significant effect on employee performance.

### H4 : Work satisfaction in Affecting OCB

Based on the results, testing the influence of work satisfaction on OCB shows an effect coefficient of 0.379 and its significance value of 0.006. This explains the work satisfaction has a significant contribution in increasing OCB by 37.9%. These results indicate that the work satisfaction possessed by employees is something that can determine the employee's OCB where the results showed that the higher the level of work satisfaction owned by employees of The Regional Secretariat of Pidie Jaya District, the OCB level of the employee will also increase. This result is also following the study by (Kamel et al., 2015) and (Tharikh et al., 2016) which also found that work satisfaction had a positive and significant effect on OCB.

### H5 : Organizational Commitment in Affecting OCB

Based on the results, testing the influence of organizational commitment on OCB produces an effect coefficient of 0,436 and its significance value of 0.001. This means the organizational commitment has a significant contribution in increasing OCB by 43.6%. These results indicate that the commitment owned by employees towards the organization is a matter that can determine the employee's OCB where the results showed that the higher the level of commitment owned by The Regional Secretariat of Pidie Jaya District employees towards agencies, the OCB level of the employee will also increase. This result is also following the study by (Terzi, 2015) and (Prasetio et al., 2017) which also found that organizational commitment had a positive and significant effect on OCB.

### H6 : Work satisfaction in Affecting Civil servant performance through OCB

Based on the results, testing the influence of work satisfaction on civil servant performance indirectly through OCB shows an effect coefficient of 0.132 and its significance value of 0.031. This result concludes the higher the level of work satisfaction owned by employees of the Regional Secretariat of Pidie Jaya District, the OCB level of the employee will also increase which indirectly also has a significant contribution in improving the performance of employees in the agency by 13.2%.

Based on the mediation variable provisions from (Baron & Kenny, 1986) that have been developed by (Zhao, Lynch, & Chen, 2010) to be applied in SEM, it can be concluded that OCB

in this study acts as a partial mediation between the effect of work satisfaction on civil servant performance, it is seen from the result found that work satisfaction has a significant effect on civil servant performance both directly and indirectly through OCB. This result is also following the study by (Maharani et al., 2013) and (Indarti et al., 2017) which also found that OCB mediates the effect of work satisfaction on employee performance.

#### H7 : Organizational Commitment in Affecting Civil servant performance through OCB

Based on the results, testing the influence of organizational commitment on civil servant performance indirectly through OCB shows an effect coefficient of 0.152 and its significance value of 0.047. This result concludes the higher the level of commitment owned by The Regional Secretariat of Pidie Jaya District employees towards agencies, the OCB level of the employee will also increase which indirectly also has a significant contribution in improving the performance of employees in the agency by 15.2%.

Based on the mediation variable provisions from (Baron & Kenny, 1986) that have been developed by (Zhao et al., 2010) to be applied in SEM, it can be concluded that OCB in this research acts as a partial mediation between the effect of organizational commitment on civil servant performance, it is seen from the result found that organizational commitment has a significant effect on civil servant performance both directly and indirectly through OCB. This result is also following the study by (Rita et al., 2016) and (Indarti et al., 2017) which also found that OCB mediates the effect of organizational commitment on employee performance.

### **5. Conclusion**

This study found some evidence that strengthens the previous theories that: Work satisfaction affects civil servant performance significantly, Organizational commitment affects civil servant performance significantly, OCB affects civil servant performance significantly, Work satisfaction affects OCB significantly, Organizational commitment affects OCB significantly, Work satisfaction affects civil servant performance significantly through OCB, and Organizational commitment affects civil servant performance significantly through OCB. And also OCB acts as a partial mediation between the effect of work satisfaction and organizational commitment on civil servant performance. These findings confirm the model of improving employee performance, which in fact to improve employee performance, the model still pays attention to the determining factors, namely work satisfaction and organizational commitment, where if these two factors can be improved it will affect OCB and will have an impact on improving employee performance. Academically, this model is accepted again so that it becomes the premise to be used as a basis for further research and is established as a valid causality theory today. Further research can develop this model by adding other variables such as workload and the use of information technology, both on the same research subject or different subjects. Practically, especially in the Regional Secretariat of Pidie Jaya District, this model applies to improve civil servant performance so that it can be applied.



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