INFLUENCE OF WORK SATISFACTION AND ORGANIZATIONAL COMMITMENT TO THE ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF LECTURERS AT FACULTY OF TEACHERS' TRAINING AND EDUCATION, SEBELAS MARET UNIVERSITY, SURAKARTA

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ABSTRACT

This research is intended to test and analyze influence of work satisfaction and organizational commitment to the organizational citizenship behavior of the lecturers at Faculty of Teachers' Training and Education, 'Sebelas Maret University, Surakarta. The main method of this research is survey, namely a research performed by using questionnaires as a means of collecting the data. Population in this research are the whole 324 lecturers at FKIP of the Sebelas Maret University, namely the lecturers who on the date of October 1, 2011 have already held the functional positions as 'Associate Professor' and "Senior Associate Professor'. Samples are taken under stratified proportional random sampling method, at the sum of 20% of the total population, namely 65 lecturers spread in 20 different programs of study. The primary data of this research constitute the quantitative data, because they will be analyzed by using statistic analysis. Data are collected by using the survey method, namely collecting data directly from the respondents by means of questionnaire. In order to obtain accurate data, the data collecting tool / questionnaire needs to be tested for its validity and reliability. The hypotheses are tested by using the multiple regression analytical technique. Outputs of research make conclusions as follows: (1) Work satisfaction has significant influence to the organizational commitment leading to positive relation. One of the five indicators of work satisfaction having the strongest influence to the organizational commitment is salary and other income received by the lecturers in FKIP of the Sebelas Maret University, although partially it is not significant. (2) Work satisfaction has no significant influence to the organizational citizenship behavior. Though as a whole, work satisfaction has no significant influence, partially promotion and the work itself constitute indicators having the strongest influence to the organizational citizenship behavior. (3) Organizational commitment has significant influence to the organizational citizenship behavior. One of the three indicators of the organizational commitment having the strongest influence to organizational citizenship behavior is the continuant commitment.

Keywords: Work satisfaction, organizational commitment, and organizational citizenship behavior

INTRODUCTION

National Education has the functions to develop ability and to build character as well as civilization of the nation having high dignity in the scheme of making people have intelligent life, intended to develop the potential of students in order to be the persons with faith and devoted to Almighty One God, having noble character, healthy, intellectual, smart, creative, independent, and becoming democratic and responsible citizens. (Article-30 of Law No. 20, the Year 2003). The efforts to materialize the aforesaid goal have been conducted in stages, commencing from the level of primary education, intermediary and higher education. In line

with Law No. 20 the year 2003, Government Regulation No. 19 the year 2005 and other rules of law as well as the tendency for policy development on higher education emphasizing on quality and public accountability of the higher education institution and program of study, a supervision is required to be given to quality and accountability of the said institution.

Achievement of the goal of quality guarantee through the quality guarantee activities implemented internally by universities will be controlled and audited through the accreditation activities performed by *BAN-PT* (*Board of National Accreditation for Universities*). The university accreditation is directed towards quality improvement through quality and accomplishment of internal and external quality guarantee system of the university. The commitment in overall aspects *is required,* namely: institutional leadership, quality standard placement, and accomplishment of the internal and external quality guarantee system of the university.

In the effort to meet the demand for the qualified Human Resources, the FKIP of the Sebelas Maret University Surakarta has a very great role, particularly in preparing the qualified educators and lecturers. And in regard to the effort in developing the higher education, *HELTS* (*Higher Education Long Term Strategy: 2303-2010)* has lined up three basic policies, reflecting new paradigm in developing and managing the universities, namely: 1. Nation *Competitiveness*, 2. *Autonomy*, and 3. *Organizational Health*.

Work satisfaction constitutes the evaluation, feeling or attitude of someone or lecturer to his job and his relation with his work environment, to the type of work, compensation, relation among colleagues, social relation at work place and the like. The difference in the said work satisfaction is caused by the difference in social status in community.

Foote, David A. et al., (2008), from his research concluded that there was a very significant relation between work satisfaction and organizational citizenship behavior. Team commitment has the modernization effect to the relation between work satisfaction and the organizational citizenship behavior. Output of this research supports the previous *result of study, namely the relation between Work Satisfaction and* OCB *(Baron and Kenny, 1986)* stating that the relation between *Work Satisfaction and OCB* becomes stronger when the *Team Commitment* is also strong.

According to Robbins (2008:101), "The organizational commitment is defined as a condition when an employee takes side to a certain organization and to his goals and to his intention to sustain his membership in the said organization". Kim (2006), from output of his research stated that the organizational commitment was one of the antecedents of OCB; it means that the existence of Organizational Commitment (OC) would influence the OCB. Output of his research explicitly stated that the *Affective Commitment* (one of the dimensions of organizational commitment of Meyer), was significantly related to OCB. *Affective Commitment* is one of the important components of the *Organizational Commitment* (OC) mostly determining the variation of OCB. It is explained that employees effectively have high commitment to the organization, prefer to do anything able to improve their performance and have manner and attitude supporting the functional success of the organization.

Chan (2006), in output of his research also indicated that the *organizational commitment* influences *OCB* of the employees. Sense of commitment to organization will establish sense of cooperation with others, work group, growth of respect to assist when other persons or other groups undergo the failure. Castro et al. (2004) also stated the same thing that OCB constituted an aspect needed to be considered as a result of reflection of employees' commitment to their organization. Also, Foote et al. (2005) explained that the individual

having the commitment to organization indicated behavior with high level of consistency, such as higher social behavior (*civic virtue behavior*) to the other members of the team.

Organizational Citizenship Behavior is a type of behavior of members of organization intended to improve effectiveness of the organization, without neglecting productivity of the individual goal of each employee (Castro et al. 2004). Behavior of employees is not formally required by management in evaluating the employee performance, but its existence is able to improve function of the organization or effectiveness of the organization, since it is based more on individual freedom in expressing the initiative (Bienstock et al., 2003). *Organizational Citizenship Behavior* as a behavior being free to choose is not directly or explicitly stipulated under a format reward system, but its existence is able to increase the function of organization. *Organizational Citizenship Behavior* reflects the employee's characteristics, such as: cooperative, helpful, attentive, and serious (Organ, 1988:7)

In universities, if each program of study is able to develop the Organizational Citizenship Behavior, it will become a big internal power able to be used as a capital to establish a sustainable competitive supremacy. Their cooperativeness, seriousness, and willingness to do better than that required by University, in this case lecturers at FKIP of the Sebelas Maret University, will be much meaningful for such institution.

Based on of empirical facts and phenomena occurring at FKIP of the Sebelas Maret University, the problems to be studied and analyzed are as follows: "Influence of Work Satisfaction and Organizational Commitment to the Organizational Citizenship Behavior of the Lecturers at Faculty of Teachers' Training and Education, Sebelas Maret University."

LITERATURE STUDY

Work Satisfaction

Gibson, Ivancevich and Donnely (2000) state that work satisfaction constitutes a perceptional output of employees on their works based on the work environmental factors such as work condition experienced by employees, policy and procedure, leadership style of the superior, work group inter-relation, and additional allowance. Whereas Handoko (2000) states that work satisfaction can be defined as a favorable or unfavorable emotional condition of the employee in perceiving his work, because this is the reflection of someone's work to his own work.

There are numbers of factors influencing the work satisfaction. According to Luthans (2005:245), there are *five dimensions* stimulating the work satisfaction:

The Work itself

*Satisfaction to the work i*tself is the main source of satisfaction. Output of study related to the work characteristic approach upon the work design indicates that the feedback from *the work itself* and *autonomy* constitute two primary motivating factors related to the work. Other research finds out that the work characteristics and the work complexity relate personality to the work satisfaction, and if the work creative requirement of employees is fulfilled, they tend to be satisfied.

Salary or Wages

Salary and wages are known to be significant, but cognitively complex and constituting multi-dimensional factors in work satisfaction. Employees perceive salary as a reflection of a manifestation how management views their contribution to the company.

Promotion

Opportunity for promotion has different influence to the work satisfaction. It is due to the fact that promotion has a number of different forms and has various rewards. For example, an individual being promoted under the basis of seniority frequently undergoes a work satisfaction, but not as many people being promoted based on their performance. In addition, promotion of 10% increase in salary basically is not satisfactory as that of 20% salary raise. This difference helps explain why the executive promotion might be more satisfactory than the promotion at low level of an organization.

Supervision

Supervision is another important source of work satisfaction. There are two dimensions of *supervisory style* influencing the work satisfaction. *The first is centralized at the employee*, measured according to the level in which a supervisor uses his personal fondness and care to employees. There is empirical evidence that one of the main reasons of employees quit from a company is because the supervisor does not care for them.

Work Group

Output of research indicates that a group requiring mutual-dependency among members in completing the work will have a higher work satisfaction. A '*good' work group* or an '*effective team'* makes the work favorable. However, such factor is not an important thing in work satisfaction. On the contrary, if the opposite condition occurs, people are difficult to cooperate and such factor might have negative effect to the work satisfaction.

Under this analysis, in order to measure the *work satisfaction* of lecturers, the indicators applied are as follows: *the work itself, income, promotion, supervision and work group*. Income in this research refers to additional earning (apart from salary) received from FKIP (Faculty of Teachers' Training and Education) of the Sebelas Maret University.

Organizational Commitment

According to Robbins (2008:101), "The organizational commitment is defined as a condition when an employee takes side to a certain organization and to his goals and to his intention to sustain his membership in the said organization". Coetzee (2005:57) states that the concept of commitment constituting the important component in the field of employment was introduced for the first time by an expert named Selznick in the year 1957. Selznick in Coetzee (2005:57) is in the opinion that commitment is developed by the values and it is the task of leadership to provide and to build the values.

John et al., (2000) defines a commitment as an attitude of close relationship between an employee or an individual and organization materialized in various forms, such as: loyalty, and the wish to remain staying due to the involvement of employee in organization. Meyer and Allen (1997:13) conceptualize a commitment as a multi-dimensional construct, in which a commitment consists of three components, namely: affective, continuant, and normative constituting integration between attitudinal and behavioral commitments. Whereas the three components of organizational commitment can be explained as follows:

Affective Commitment

Affective Commitment is a tendency to remain involved in a tract of consistent activity or in large constituting the result of reward received or the punishment avoided. Thus, affective commitment is related to the emotional tie of someone to an organization, being involved in organization, and enjoy his membership at the organization.

Continuant Commitment

Continuance to take part in a consistent activity so that the company does not suffer from the loss due to the costs issued by the company and those received by the individuals. Thus, the continuant commitment is related to the calculation about the loss if the employee leaves the organization, so that everything increasing the cost can be deemed as a factor influencing the continuant commitment.

Normative Commitment

The trust to the goal acceptance and to the organizational values or to moral obligation in order to remain working for the company is due to the social and organizational reward. Thus, normative commitment is related to the sense of obligation available at the employees to continuously work for the organization, so that the employees with high level of normative commitment feel that it is a must to sustain at the organization.

Under this research, in order to measure the organizational commitment of the lecturers, the indicators applied are: affective, continuant and normative commitments.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is a type of behavior of members of organization directed to improve the effectiveness of organization without neglecting productivity of individual goal of each employee (Castro et al., 2004). Employee's behavior is not formally required by the management in evaluating the employee's work, but its existence is able to improve the function and effectiveness of organization, because it is based more on individual freedom to express the initiatives (Bienstock et al., 2003).

Castro et al. (2004) states three categories of Organizational Citizenship Behaviors (OCBP, namely: First, a behavior exceeding what is formally specified by the organization. Second, a wise behavior freely performed by individuals, and Third, a very important behavior for the successful achievement of the organizational goal.

Based on various meanings and category of OCB, the behaviors that can be simply used as OCB indicators and that will be used in this study are as follows:

a.   Altruism is the willingnessto help when the colleagues need a help.

b.   Respect, is accepting and respecting any regulation and policy of the organization.

c.   Sportsmanship, namely in the event of failure, the team is willing to jointly bear the said failure.

d.   Voluntary, is willingness to do extra job (overtime) to finish a project / work.

e.   Civic Virtue, namely always being polite, willing to understand others and give empathy although being criticized.

Under this research, in order to measure the organizational citizenship behavior of the lecturers, the indicators applied are: altruism, respect, sportsmanship, voluntary and civic virtue.

Conceptual Frame and Hypothetical Formulation

The conceptual frame is a line of thought to facilitate in understanding the goal of research to be achieved. The conceptual frame in this research is indicated in Figure 1.
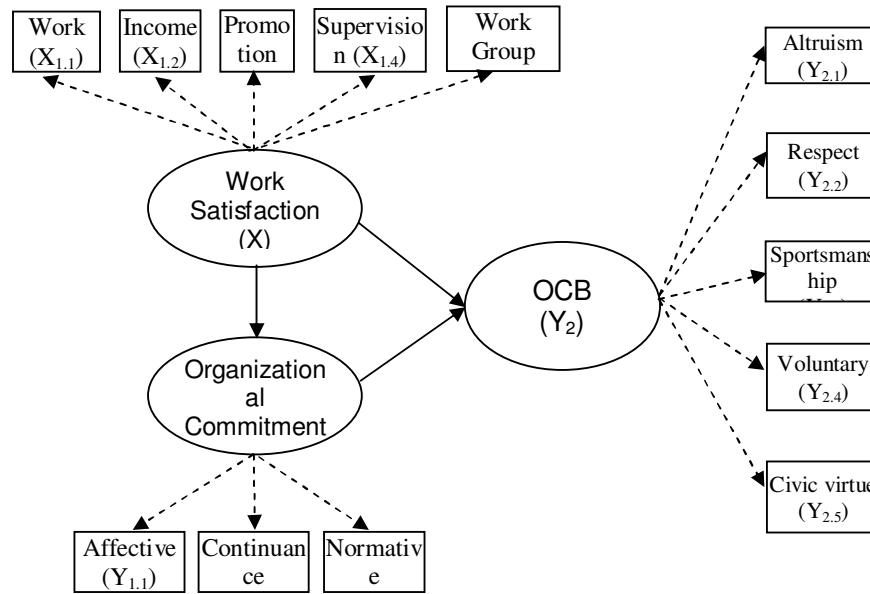
Figure 1: Conceptual Framework

Hypothetical Formulation

1. *Work satisfaction* has significant influence to the *organizational commitment* of the Lecturers at the FKIP (Faculty of Teachers' Training and Education) of the Sebelas Maret University.

2. *Work satisfaction* has significant influence to the *organizational citizenship behavior* of the Lecturers at the FKIP (Faculty of Teachers' Training and Education) of the Sebelas Maret University.

3. *Organizational commitment* has significant influence to the *organizational citizenship behavior* of the Lecturers at the FKIP (Faculty of Teachers' Training and Education) of the Sebelas Maret University.

RESEARCH METDODOLOGY

This is an explanatory research, since its purpose is to explain the influence among variables through the hypothetical testing. The main method of this research is survey, meaning that this research uses questionnaires as a means of collecting the primary data, as stated by Singarimbun and Effendy , (1995:3). Population in this research are the whole 324 lecturers at the FKIP (Faculty of Teachers' Training and Education) of the Sebelas Maret University, namely the lecturers who on the date of October 1, 2011 have already held the functional positions as Associate Professor and Senior Associate Professor spread in 20 Programs of Study . Samples are taken under stratified proportional random sampling method, at the sum of 20% of the total population, namely 65 lecturers.

The data required in this research consist of the primary data collected directly from respondents by using questionnaire. In order to obtain good data, the instrument applied has to meet the valid and reliable requirements. Therefore, before being used, such questionnaire is tested for its validity and reliability. To test its validity, the moment product correlation technique from Pearson is applied. The reliability test is performed by using Cronbach's Alpha. Instrument is said to be reliable if it has the coefficient value of Cronbach's Alpha

more than 0.70 (Nunnaly in Ghozali, 2005). This research applies the techniques of Correlation and Multiple Regression Analyses.

OUTPUT AND DISCUSSION

Before questionnaire is used as an instrument to collect data, first of all a try-out is performed to 15 respondents outside the samples. Result of this try-out is as follows: 11 items of work satisfaction variables with the validity test results ranging from 0.698 to 0.892. This means that the whole items at work satisfaction variables are valid. The 7 items of organizational commitment variables have the results of validity test ranging from 0.670 to 0.830, meaning that the whole items at organizational commitment are valid. The 10 items of organizational citizenship behavior variables have the results of validity test ranging from 0.627 to 0.901, meaning that the whole items at organizational citizenship behavior are valid. The reliability test of the said three variables (Work Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior) get the consecutive figures at the sum of 0.925; 0.862; and 0.935 meaning that those three variables are very reliable.

HYPOTHETICAL TESTING

Hypothesis 1

Output of Hypothetical Test-1 reveals that the *Standardized Coefficient Value of Work Satisfaction Variable* (X_1) to the *Organizational Commitment* (Y_1) is 0.252 with the significance of 0.043. Therefore, Ho is rejected and Ha is accepted. This means, that the *Work Satisfaction Variable* has significant influence to the *Organizational Commitment* leading to positive relation. The strongest of the five work satisfaction indicators is the *salary and other income* received from the FKIP, although partially it is not significant.

Hypothesis 2

Output of Hypothetical Test-2 shows that the *Standardized Coefficient Value of Work Satisfaction Variable* (X_1) to the *Organizational Citizenship Behavior* (Y_2) is 0.190 with the significance of 0.129. Therefore, Ho is accepted and Ha is rejected. This means, that the *Work Satisfaction Variable* has no significant influence to the *Organizational Citizenship Behavior*. However, partially there is an influence to the *Organizational Citizenship Behavior*. One of the five work satisfaction indicators having the strongest influence to the *Organizational Citizenship Behavior* is *promotion* and *the work itself*, although jointly they are not significant.
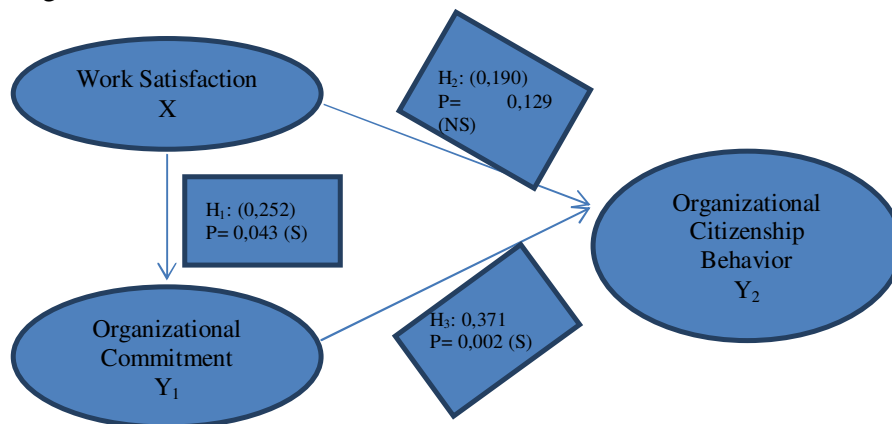

Figure 2. Hypothetical Testing

Remarks

S   = Significant (p< 0,05)

NS   = No Significant

Hypothesis 3.

Output of Hypothetical Test-3 reveals that the *Standardized Coefficient Value of Organizational Commitment Variable* (Y_1) to the *Organizational Citizenship Behavior* (Y_2) is 0.371 with the significance of 0.002. Therefore, Ho is rejected and Ha is accepted, so that the *Organizational Commitment Variable* has significant influence to the *Organizational Citizenship Behavior (OCB)* leading to positive relation. One of the three organizational commitment indicators having the strongest influence is the *continuant commitment* which partially is also significant.

CONCLUSION

Based on the output of data analysis and discussion already been carried out at the previous chapter, the conclusions of output of this research are as follows:

1. *Work satisfaction has significant influence to the organizational commitment leading to positive relation*. One of the five work satisfaction indicators having the strongest influence to the *Organizational Commitment is salary and other income received,* although partially it is not significant.

2. *Work satisfaction has no significant influence to the Organizational Citizenship Behavior*. As a whole, work satisfaction has no significant influence, but partially *promotion and the work itself* are indicators with the strongest influence to the *Organizational Citizenship Behavior.*

3. *Organizational Commitment has significant influence to the Organizational Citizenship Behavior*. One of the three organizational commitment indicators having the strongest influence to Organizational Citizenship Behavior is the *Continuant Commitment.*

SUGGESTIONS

Based on conclusion from outputs of this research, the writer gives some suggestions as follows:

1. *For Lecturers of FKIP (Faculty of Teachers Training and Education of the Sebelas Maret University:* As lecturers, they should have high commitment to the institution, the place where they are working for, since it has already become their choice to work for such institution. Implementation of high commitment to their institution is by means of performing positive things for their institution, the place where they are working for.

2. *For Executives of FKIP (Faculty of Teachers Training and Education of the Sebelas Maret University:* As the leaders or executives, they should be able to create conducive climate at the institution they are leading, in order to establish the work satisfaction for their

subordinates, in this case, the lecturers, and it can be performed by means as follows:

a. *Making the work as a Lecturer to be a pleasant and enjoyable profession*, improving the commitment of lecturers to the FKIP (Faculty of Teachers' Training and Education) of the Sebelas Maret University.

b. *Improving the welfare through improvement of income, apart from the salary of civil servant*, for example by increasing the fee / honorarium for the surplus teaching hours, giving guidance in making thesis and giving examination, supervising the examination and the like.

c. *Motivating the Lecturers to get the promotion to higher rank* and to take further study performed objectively.

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