

Correlation Study of Job Satisfaction and Organizational Citizenship Behavior on Employees of PT. Miduk Arta

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Abstract

This study aims to determine the relationship between job satisfaction and organizational citizenship behavior in employees of PT. Miduk Arta. The method in this study is quantitative. The sample in this study was 48 office employees. The sampling technique in this study was total sampling. Namely, all populations were used as research samples. The hypothesis in this study is that there is a positive relationship between job satisfaction and organizational citizenship behavior (OCB) in PT. Miduk Arta. Data collection using a Likert scale. In testing the proposed hypothesis, the correlation coefficient $r_{xy} = 0.685$ was used. With a significance value of $P < 0.05$, it shows that job satisfaction contributes 46.9%. So, there is a significant positive relationship between job satisfaction and organizational citizenship behavior in employees. Thus, the company can develop the organization, build a positive work environment, provide encouragement for employees to maintain job satisfaction, and increase the effectiveness and survival of the organization.

Keywords: Job Satisfaction; Organizational Citizenship Behavior; Employees.

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INTRODUCTION

A company will achieve its goals for good results if there are employees who have special skills in their fields. To achieve success, a company is very dependent on its human resources. The attitude of employees in a company can determine the success of the company in achieving its vision, mission, and goals. Employees hold control over the success of a company. Therefore, the company expects optimal performance from its employees. So, one of the important points in human resources in a company is behavior and attitude towards the company. The behavior that appears in individuals is purely because of the individual's desire consciously and voluntarily without being influenced by rewards and reciprocity from the company is the definition of Organizational Citizenship Behavior (OCB)(Nafi' & Indrawati, 2018; Podsakoff et al., 2013).

Achieving the concept of OCB in employees can be influenced by several factors such as mood, perception of social support, perception of the quality of superior-subordinate relationships, employee length of service, and gender. (Soegandhi, 2013). Organizational citizenship behavior (OCB) in employees is measured in five dimensions: altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. Individuals with organizational citizenship behavior (OCB) characters are individuals who voluntarily do more work, establish good relationships with coworkers and avoid various problems that may occur, help each other coworkers, comply with applicable regulations, tolerance of less than ideal work environments(Luthans, 2011; Robbins & Judge, 2012).

Organizational Citizenship Behavior (OCB) can arise from various factors that are quite complex and interrelated with each other. These factors include job satisfaction, organizational culture, and climate, personality, and mood, perceptions of organizational support, perceptions of the quality of superior-subordinate interactions, length of service, and gender. Employee job satisfaction can be assumed to be the main determinant of organizational citizenship behavior (OCB)(Andriani et al., 2012). Job satisfaction is one of the factors that influence OCB. This is because employees who feel satisfied tend to be productive and show OCB behavior, and vice versa; those who do not feel satisfied will potentially show less than optimal behavior, not doing things that are beneficial and not showing OCB behavior.(Lestari et al., 2018).

Job satisfaction is an attitude shown by individuals towards the work they do according to their assessment of the work situation. Satisfied employees will talk more positively about the organization, help others, and far exceed the expectations of normal people in their work; in addition, employees become proud because they exceed the demands of the task because they want to repay their positive experiences. Employees tend to work as hard and as well as possible if they feel satisfied, but if employees feel uncomfortable and do not get job satisfaction, then employees will not give maximum performance.(Izzati & Mulyana, 2010).

One of the companies, PT. Miduk Arta is a company engaged in the field of fuel oil (BBM) transportation services and air cargo handling services. This company also serves the delivery of urgent goods, large goods, and heavy cargo. This company, which operates in the transportation sector, strives to uphold the values of mutual assistance, which will give employees a sense of family. Therefore, PT. Miduk Arta requires employees who are willing to do more than just their main duties and will provide performance that exceeds expectations in order to achieve the company's goals.

Job dissatisfaction can be assessed in several ways, namely, leaving the company, speaking out or actively providing suggestions to superiors or the company, employee loyalty to the company, and ignoring the company by letting the situation get worse, for example, delays and decreased performance. Organizational citizenship behavior can improve the effectiveness, efficiency, and performance of the organization. As explained above, job satisfaction is a feeling of pleasure towards the work being done. Therefore, satisfied employees tend to be more loyal and work optimally. Satisfied employees tend to be involved in organizational citizenship behavior so that it can improve organizational performance. This research can help companies to develop and enrich knowledge in the field of job satisfaction and organizational *citizenship behavior*. This research is also useful for company management in improving organizational citizenship behavior, increasing job satisfaction, and increasing employee work productivity.



RESEARCH METHODS

The research method used in this study is a quantitative method with a correlational approach. The quantitative method is a research method obtained from collecting data in the form of numbers and then analyzed using certain statistical calculations to answer the formulated hypothesis. (Sugiyono, 2017) The correlation approach is used because researchers want to know the relationship or correlation between transactional leadership style and employee job satisfaction.

Sugiyono also stated that population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are applied by researchers to be studied, and conclusions are drawn (Sugiyono, 2017). In this study, the population is employees at PT. Miduk Arta which consists of:

Table 1. Population Number of PT. Research

Office Employees	Transportation Employee	Amount
79 people	47 people	126 people

The population in this study were office employees of PT. Miduk Arta. Based on the results of the screening test conducted by the researcher through the organizational citizenship behavior questionnaire that had been distributed, the results stated that there were 48 employees out of 79 office employees who were identified as having organizational citizenship behavior. Sugiyono (2020) also said that a sample is part of the number of characteristics possessed by the population. In this study, Total sampling was used. Namely, all population numbers are used as samples in this study. So, the number of samples in this study is 48 employees.

The instruments used in this study were the job satisfaction scale and the organizational citizenship behavior scale. The scale is a tool or method of data collection consisting of a set of questions arranged to reveal certain attributes through the responses given by the subject to the questions. (Azwar, 2012; Suryabrata, 2014). The scale model used is a Likert scale with four answer choices, namely very appropriate, appropriate, inappropriate, and very inappropriate. (Suryabrata, 2014). In this study, the validity of the items on the job satisfaction and organizational citizenship behavior scales was R-count > 0.300.

For data analysis, the assumption test and hypothesis test are used, but before conducting the assumption test, the scale is first tested for reliability. For reliability test using alpha Cronbach. In this study, the reliability value of the job satisfaction scale is 0.829. At the same time, the reliability value of the organizational citizenship behavior scale is 0.927. Then, the assumption test will be carried out with the normality test using the Kolmogorov-Smirnov Test and the linearity test using the ANOVA test with the help of the SPSS version 23 for the Windows application. For hypothesis testing, use the Pearson Product Moment correlation technique with the help of the SPSS version 23 for the Windows application.

RESULTS AND DISCUSSION

Validity Test and Reliability Test

Based on the trial, the validity of the job satisfaction scale with the number of items that have been tested, as many as 24 items, there are four items that are disqualified because the validity score R-count < 0.300. So, there are 20 other items that are valid because the validity score R-count is > 0.300. In the trial validity of the organizational citizenship behavior (OCB) leadership style scale, with the number of items that have been tested as many as 30 items, there are four items that are dropped, or the R-count validity score is < 0.300. So, there are 26 valid items because the R-count validity score is > 0.300.

Then, the reliability test in this study was conducted using the SPSS program with Cronbach's Alpha technique > 0.6. The closer to the number 1, the higher the level of reliability; the following are the results of the reliability test in this study:

Table 2. Reliability Test Results

Variables	Cronbach's Alpha	Information
Job satisfaction	0.829	RELIABLE
Organizational Citizenship Behavior	0.927	RELIABLE

Based on table 2. above, the Cronbach's Alpha value on the Job Satisfaction variable is 0.829 > 0.6, so the variable is declared reliable. Then, Cronbach's Alpha value on the Organizational Citizenship Behavior variable is 0.927 > 0.6, so the variable is said to be reliable.

Assumption Test

a. Normality Test of Distribution

The normality test is conducted to test whether the distribution of research data is stated as normal or not. The normality test uses the Kolmogorov-Smirnov method; through the normality test, it is known that the research data of the transactional leadership style and job satisfaction measurement tools are normally distributed.

With the criteria that if the error level is > 0.05, the data distribution is said to be normal, and if the error level is < 0.05, the data distribution is declared abnormal. A summary of the normality test results is presented in the table below.

Table 3. Results of the Normality Test of Distribution

Variables	Mean	SD	KS	Sig	Information
Job satisfaction	64.00	7,287	0.866	0.441	Normal
Organizational Citizenship Behavior	80.85	12,917	0.897	0.397	Normal

Criteria: If P (sig) > 0.05, then it is stated to be normally distributed.

INFORMATION:

Mean: Average value

KS : Kolmogorov-Smirnov Coefficient

SD: Standard Deviation

P(sig) : Significant

Based on the results of the normality test above, it can be seen that the significance value of the job satisfaction variable is 0.441 > 0.05, so it can be concluded that the data from the research results are normally distributed and for the Organizational Citizenship Behavior variable it is 0.397 > 0.05 and.

b. Linearity Test

The linearity test aims to prove whether the independent variable and the dependent variable have a linear relationship. To find out whether transactional leadership style is related to job satisfaction. That is, whether job satisfaction increases or decreases.

Based on the results of the linearity test with the criteria: if P Deviation From Linearity > 0.05. Then, it is stated as linear. The results of the linearity test on the variables of Organizational Citizenship Behavior and job satisfaction show a significance value (p) of 0.725, so it can be concluded that the relationship between the variables of Organizational Citizenship Behavior and job satisfaction is stated as linear. The linear relationship between the two variables can be seen in the table below:

Table 4. Linearity Test Results

Correlational	F is different	P is different	Information
XY	2,736	0.208	Linear

Criteria: if P Deviation From Linearity > 0.05, then it is stated as linear

Information :

rx: Correlation coefficient between independent variable x (Job Satisfaction) and dependent variable Y (Organizational Citizenship Behavior)

F: Linearity Coefficient

P: Significance

Based on the results of the linearity test above, it can be seen that the significance value of the deviation from linearity of the job satisfaction and Organizational Citizenship Behavior variables is $0.208 > 0.05$, so it can be concluded that the job satisfaction and Organizational Citizenship Behavior variables have a linear relationship.

Hypothesis Testing

Based on the results of the correlation hypothesis test, it is known that there is a significant positive relationship between job satisfaction and Organizational Citizenship Behavior. It can be seen that $r_{xy} = 0.685$. With a significance value of $P < 0.000$. This means that the hypothesis that the higher the level of job satisfaction, the higher the Organizational Citizenship Behavior is declared accepted. The determinant coefficient (r^2) of the relationship between variable x and variable y is $r^2 = 0.469$. Showing that job satisfaction with Organizational Citizenship Behavior is 46.9%. Based on the determinant coefficient value, it can be seen that the effect of job satisfaction on Organizational Citizenship Behavior is 46.9%, and the remaining 53.1% is influenced by other factors. A summary of the results of the correlation hypothesis analysis can be seen in the following table:

Table 5. Hypothesis Test Analysis Results Table

Statistics	Coefficient (oxy)	P	Determinant Coefficient (r^2)	BE%	Note
XY	0.685	0,000	0.469	46.9%	Significant

Criteria: if $P(\text{sig}) < 0.05$, then it is stated that there is a relationship.

INFORMATION:

X: Job satisfaction

Y: Organizational Citizenship Behavior

r_{xy} : Coefficient of the relationship between x and y

P: Chances of error occurring

BE%: Effective contribution weight of X to Y in percent

Caption: Significance

Results of Calculation of Hypothetical Mean and Empirical Mean

The magnitude of the hypothetical mean (theoretical mean) and standard deviation (σ) are calculated based on the number of valid items, maximum scores and minimum scores for each alternative answer. In order to facilitate data interpretation, categorization is then carried out. Categorization is carried out using a normal distribution model (Azwar, 2015).

Table 6. Results of Calculation of Hypothetical Mean and Empirical Mean

Variables	SD	Average value		Information
		Hypothetical	Empirical	
Job satisfaction	7,287	50	64.00	Tall
Organizational Citizenship Behavior	12,917	65	80.85	Tall

In this study, it can be seen that job satisfaction received is classified as high in the form of work carried out by the employees themselves, providing opportunities for future development; employees get the opportunity for promotion or promotion in the company is one way for the company to appreciate employees, employees feel satisfied with the organizational citizenship behavior of an organization such as superiors showing attention to all employees or providing employees with opportunities to discuss decisions and build familiarity with each other, coworkers who help each other for positive things, and a positive work environment, a

comfortable work atmosphere and positive working conditions will create their own satisfaction for employees.

The results of this study indicate that job satisfaction has a positive effect on organizational citizenship behavior. Employees will speak positively about the organization; employees help their coworkers voluntarily without expecting any reward far beyond normal expectations in their own jobs (Andriani et al., 2012). *Organizational citizenship behavior employees* in the form of responsible behavior given by the organization to employees to improve the quality of the field of work they are engaged in, employees who tolerate less than ideal conditions in the organization without raising objections, and employees who work together with others to create a pleasant work environment.

Several aspects of job satisfaction are interrelated and influence each other's organizational citizenship behavior, including salary, the job itself, promotion, support from superiors, and support from coworkers. Employees who are satisfied with their jobs tend to have positive emotions. This has an impact on positive behavior, such as speaking about the company, completing tasks, and not doing anything that is detrimental to the company. Good relationships between employees will encourage them to voluntarily provide assistance in completing work. These things will encourage the emergence of positive behavior organizational citizenship behavior in employees. This finding supports the theory of Robbins & Judge (2012), which states that job satisfaction can trigger the emergence of organizational citizenship behavior. Employees feel satisfied with their work; they will voluntarily help coworkers in completing the work. The findings of this study are also in line with previous studies, such as a study entitled "The Relationship between Job Satisfaction and Organizational Citizenship Behavior (OCB) in PT. X Employees" involving 50 employees with the criteria of employees who have permanent employee status working for at least 1 year stated that there is the relationship between job satisfaction and organizational citizenship behavior (OCB) to PT. X employees (Amelia & Sukmawati Ni Wayan Puspitadewi, 2023). Then, the research entitled "The Relationship Between Job Satisfaction and Organizational Citizenship Behavior in Teachers," research conducted involving 35 teachers of Muhammadiyah X Elementary School, stated that there was a significant and positive relationship between the two variables. (Maulidia & Laksmiwati, 2022).

Further research was conducted by Queen (2022) with the title "The Relationship Between Job Satisfaction and Organizational Citizenship Behavior (OCB) in Employees of PT. X." The study was conducted with 50 PT employees. X stated that job satisfaction with organizational citizenship behavior showed that there was a significant relationship between the variables of job satisfaction and the variables of organizational citizenship behavior (OCB). Through this study, new findings were found, namely in the production employees of PT. X, there was OCB behavior, which shows that OCB behavior is very necessary and can be improved for production employees, where production employees are the main controllers of the company's sustainability to achieve goals.

In a study using meta-analysis, it was shown that there was a strong relationship between most of the dimensions and that these dimensions had an equivalent relationship with the predictors (job satisfaction, organizational commitment, justice, conscientiousness, and leader support) most often considered by OCB scholars. (LePine et al., 2002). Then, the research, which also used meta-analysis entitled "Meta-Analysis: The Relationship Between Job Satisfaction and Organizational Citizenship Behavior (OCB)," showed that job satisfaction was positively correlated with OCB, but the correlation that occurred was not very strong. (Pratiwi, 2020). Furthermore, research conducted by (Mubarkah et al., 2024) Job satisfaction has been proven to mediate the influence of person-job fit and person-organizational fit on organizational citizen behavior. From several studies above, it can be seen that job satisfaction has an impact on employee organizational citizen behavior.

CONCLUSION

Based on the results of the product-moment correlation test above, it can be concluded that there is a significant positive relationship between job satisfaction and organizational citizenship behavior in employees of PT. Miduk Arta with a significance value of the job satisfaction variable with organizational citizenship behavior of $0.000 < 0.05$.

The Pearson correlation value obtained between job satisfaction and organizational citizenship behaviors is as big as 0.685. This explains that the variable of job satisfaction with organizational citizenship behavior has a positive correlation with a significant correlation coefficient. The value of the determinant coefficient obtained is 0.469, or 46.9% of the influence of job satisfaction on organizational citizenship behavior. Based on the value of the determinant coefficient, it can be seen that the influence of job satisfaction on organizational citizenship behavior is 46.9%, and the remaining 53.1% is influenced by other factors such as culture, organizational climate, personality, mood, perception of organizational support, length of service and gender.

Based on the research results that have been obtained, PT. Miduk Arta is expected to maintain the job satisfaction felt by employees. Some things that can be recommended to PT. Miduk Arta to be able to increase employee job satisfaction are by providing promotions and rewards so that they can be a trigger for other employees which ultimately have a positive impact on organizational citizenship behavior employee.

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