



Research article

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The determinants of job satisfaction: organizational commitment and organizational citizenship behavior

Section:
Business management

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Abstract

This study aims to analyze the determinants of job satisfaction, specifically the influence of organizational commitment and organizational citizenship behavior (OCB), within micro enterprises in Duren Sawit, East Jakarta. A quantitative approach was employed, utilizing primary data collected via questionnaires from micro-enterprise employees. As the exact population size was unknown, the Lemeshow formula was applied for sampling. The data were analyzed using SmartPLS 3.0, which employs a variance-based Structural Equation Modeling (SEM) approach, also known as Partial Least Squares (PLS), to test the hypothesized relationships between variables. The results confirm that both organizational commitment and organizational citizenship behavior have a significant positive influence on job satisfaction. These findings highlight the crucial role of fostering employee dedication and promoting voluntary, constructive behaviors in enhancing satisfaction within the micro-enterprise context.

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Abstrak

Penelitian ini bertujuan untuk menganalisis faktor-faktor yang mempengaruhi kepuasan kerja, khususnya pengaruh komitmen organisasi dan perilaku kewarganegaraan organisasi (OCB), di dalam usaha mikro di Duren Sawit, Jakarta Timur. Pendekatan kuantitatif digunakan, dengan memanfaatkan data primer yang dikumpulkan melalui kuesioner dari karyawan usaha mikro. Karena ukuran populasi yang tepat tidak diketahui, rumus Lemeshow diterapkan untuk pengambilan sampel. Data dianalisis menggunakan SmartPLS 3.0, yang menerapkan pendekatan Structural Equation Modeling (SEM) berbasis varians, juga dikenal sebagai Partial Least Squares (PLS), untuk menguji hubungan yang dihipotesiskan antara variabel. Hasil penelitian menunjukkan bahwa baik komitmen organisasi maupun perilaku kewarganegaraan organisasi memiliki pengaruh positif yang signifikan terhadap kepuasan kerja. Temuan ini menyoroti peran krusial dalam memupuk dedikasi karyawan dan mendorong perilaku sukarela yang konstruktif dalam meningkatkan kepuasan kerja di konteks usaha mikro.

Kata Kunci: Komitmen Organisasi, Organization Citizenship Behavior, Kepuasan Kerja

INTRODUCTION

In globalization, which encompasses both intraregional and international relations, there will be competition among countries. Indonesia, in the global competitive arena, according to the World Competitiveness Report, ranks below Singapore, Malaysia, China, the Philippines, and Thailand (www.djkn.kemenkeu.go.id, 2022). The existence of micro businesses in developing countries is the backbone of the country's economy. The existence of micro businesses has been proven to drive the nation's economy and reduce the number of unemployed individuals. Although these Micro Businesses have several limitations, in reality, they can still compete with other companies. Business competition in Indonesia is increasing year by year, which encourages Micro-Business actors to consistently make their consumers feel satisfied with their products and services.

Organizational commitment refers to the degree to which an employee supports a particular organization and its goals and intends to maintain their membership in that organization. Commitment is also a personal value, which sometimes refers to an attitude of loyalty to the company or commitment to the company. Organizational commitment is often interpreted individually and relates to the person's involvement in the organization concerned. Employee commitment to the organization is an attitude that reflects an employee's feelings of liking or disliking the organization where they work. Robbins and Judge (2015) argue that organizational commitment refers to the degree to which a worker understands a company or organization, its goals, and their desire to remain part of the organization. Organizational commitment is an attitude that describes an individual's level of understanding and attachment to their organization (Moorhead & Griffin, 2013). According to Firmansyah et al. (2020), organizational commitment is a fundamental aspect that every worker should possess. Organizational commitment refers to the level at which a person understands a company and is aligned with its goals (Knicki & Kreitner, 2014). Organizational commitment is divided into three major dimensions: affective commitment, continuance commitment, and normative commitment.

Job satisfaction is a crucial aspect to consider in a company or small business organization. Employees who experience job satisfaction generally have good attendance records and perform better than those who do not. Job satisfaction is important for both employees and organizations because it can create a favorable work environment. Based on this description, the author is interested in researching "The Influence of Organizational Commitment and Organizational Citizenship Behavior on Job Satisfaction (Study of Micro Enterprises in Duren Sawit, East Jakarta)".

THEORETICAL AND HYPOTHESES

Rahmayani et al (2017:16) state that commitment is an attitude of being willing to involve oneself in an organization and contribute everything one has so that the organization remains in good condition. Being committed means being aware of and willing to accept the risks and actions that the individual has decided upon.

According to Wirawan (2014: 722), Organizational Citizenship Behavior is voluntary behavior in the workplace that is carried out by employees freely, which is outside the requirements of a person's job and the provisions of the organization, so that there is nothing in the organizational reward system that, if implemented by employees, will improve the function of the organization. Robbins and Judge (2008:40) define Organizational Citizenship Behavior as chosen behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization.

Supriyanto (2018) stated that job satisfaction is an individual's general attitude towards their work. Work requires interaction with coworkers and superiors, following organizational rules and policies, meeting work standards, and working in conditions that are often less than ideal.

The following is Figure 1, the conceptual framework for this research regarding the influence of organizational commitment and Organizational Citizenship Behavior on job satisfaction for MICRO ENTERPRISE studies in the Duren Sawit Region, East Jakarta.

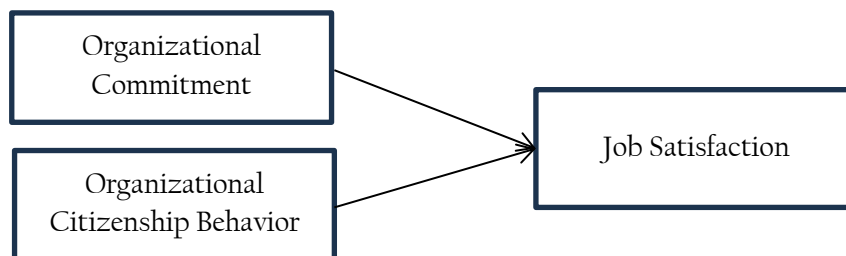


Figure 1. Conceptual Framework

According to Sugiyono (2019:64), a hypothesis is an uncertain answer to a research problem formulation, where the research problem is stated in the form of a question sentence. By referring to the description of the background and issues above, the author proposes the following hypothesis:

H1: Organizational commitment influences job satisfaction.

H2: Organizational Citizenship Behavior influences job satisfaction

METHODS

The quantitative approach is a research model that aims to describe phenomena currently occurring or that have occurred in the past, utilizing numerical data processed through statistical methods. In this approach, there are two categories of independent and dependent variables. There are two

independent variables, namely Organizational Commitment and Organizational Citizenship Behavior. One dependent variable in this research is Job Satisfaction.

Population and sample

The population in this study comprises all employees of micro-enterprises in the Duren Sawit area, East Jakarta, the exact number of which is unknown (Komala & Nellyaningrum, 2017). Given the uncertainty of the population size, the sample size was determined using the Lemeshow formula (Lemeshow et al., 1990), a method recommended for situations where the sampling frame is unavailable (Hendryadi et al., 2025). The sample calculation was performed using the formula:

$$n = [Z^2 \times P \times (1 - P)] / d^2$$

with $Z = 1.96$ (95% significance level), $P = 0.5$ (population proportion), and $d = 0.10$ (margin of error). Based on the calculation:

$$n = [1.96^2 \times 0.5 \times (1 - 0.5)] / 0.10^2 = 96.04$$

From this calculation, the minimum required sample size was 96 respondents. To meet research requirements, the sample was rounded up to 100 respondents consisting of micro-enterprise employees in the Duren Sawit area, East Jakarta.

Data Analysis Techniques

In this research, path analysis is employed to examine the cause-and-effect relationships that occur in multiple regression, where the independent variable influences the dependent variable not only directly but also indirectly.

In this research, partial least squares (PLS) analysis was used to test the research hypothesis. This method will be analyzed using SmartPLS version 3.0 software to test the relationship between variables. The Structural Equation Modeling (SEM) method is based on variance or Partial Least Squares (PLS), which involves several research variables with the Bootstrap parameter estimation method. Structural Equation Modeling (SEM) is a multivariate analysis method that can be used to describe linear relationships between observed variables (indicators) simultaneously.

RESULTS AND DISCUSSION

Respondent Description

Based on Table 1, the respondents in this study are micro business employees residing in the Duren Sawit area, East Jakarta. The characteristics of the respondents include their gender, age, and educational level. In terms of gender, there were 75 male respondents (75%) and 25 female respondents (25%).

Based on age, the majority of respondents were between 26 and 31 years old, with a total of 43 people (43%). This was followed by respondents aged 21–25 years, with 29 people (29%); those over 31 years old, with 20 people (20%); and those aged 17–20 years, with eight people (8%).

In terms of education level, most respondents had vocational or high school education, totaling 61 people (61%). Meanwhile, 29 respondents (29%) held a D3 degree, seven respondents (7%) had completed junior high school, and three respondents (3%) had an unknown education status.

Table 1.
Respondent characteristics

Characteristic	Category	Frequency (n)
Gender	Male	75
	Female	25
Total		100
Age	17–20 years	8
	21–25 years	29
	26–31 years	43
	>31 years	20
Total		100
Education Level	D3	29
	Middle School/Vocational	61
	High School	7
	Unknown (Dark Blue Small)	3
Total		100

Overall, Table 1 illustrates that most respondents are male, aged between 26 and 31 years, and have a vocational or high school education background—indicating that productive-age individuals with intermediate educational qualifications dominate the workforce in micro businesses in Duren Sawit.

Reliability Test

The evaluation results of the measurement model using composite reliability and Cronbach's Alpha show that the variables of organizational commitment, organizational citizenship behavior, and job satisfaction are reliable and capable of measuring their respective constructs. Indicators with a loading factor value below 0.5 are considered invalid and should be removed, as they do not significantly contribute to the variable's overall significance. Composite reliability indicates internal consistency, where a value above 0.7 demonstrates that the indicators consistently measure the construct. Thus, a high composite reliability value confirms that the measurement model is reliable and valid.

Table 2.
Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability
Organizational Commitment	0.881	0.885	0.910
OCB	0.916	0.920	0.937
Job satisfaction	0.923	0.927	0.942

Source: Data Processed using SmartPLS (2024)

Based on the reliability test results, all constructs in this study meet the reliability criteria. The Composite Reliability values for each construct —namely, organizational commitment (0.910), organizational citizenship behavior (0.937), and job satisfaction (0.942) —are above the minimum

threshold of 0.7. These results are reinforced by Cronbach's Alpha values, which are also consistent, with organizational commitment at 0.881, organizational citizenship behavior at 0.916, and job satisfaction at 0.923. Based on the Hair et al. standard, which refers to Thaib et al. (2017), values above 0.7 indicate good reliability, while values of 0.6 are still acceptable. Thus, it can be concluded that all constructs are reliable, and the indicators used have met the criteria for convergent validity and reliability.

Hypothesis testing

To further validate the research framework, hypothesis testing was conducted to examine the relationships between variables. The results of the hypothesis testing are presented in the Table 3.

Table 3.

Hypothesis Test Results

Hypothesis	Original Sample (O)	Samples Mean (M)	(STDEV)	T Statistics (O/STDEV)	P Values
Commitment Organization -> Job Satisfaction	0.322	0.329	0.124	2,595	0.005
OCB -> Job satisfaction	0.558	0.555	0.127	4,41	0
R Square	0.746				
R Square Adjusted	0.741				

Source: Data Processed using SmartPLS (2024)

Based on the results of hypothesis testing using the bootstrapping method, both hypotheses in this study were found to be statistically significant. The first hypothesis, which tested the effect of organizational commitment on job satisfaction, yielded a T-statistic value of 2.595 (> 1.96) with a p-value of 0.005 (< 0.05), indicating that the first hypothesis was accepted. Meanwhile, the second hypothesis, which tested the effect of organizational citizenship behavior on job satisfaction, yielded a higher T-statistic value of 4.410 with a p-value of 0.000, meeting the criteria for statistical significance. These findings confirm that both organizational commitment and organizational citizenship behavior have a significant effect on job satisfaction, with organizational citizenship behavior exhibiting a more pronounced effect.

Based on the analysis of the coefficient of determination (R^2), a value of 0.746 was obtained for the job satisfaction variable. This value indicates that the combined effect of organizational commitment and organizational citizenship behavior can explain 74.6% of the variation in job satisfaction. Based on Garson's (2017) criteria, an R^2 value of 0.746 falls into the strong category, indicating that the constructed model has good predictive power. Other factors outside the scope of this study account for the remaining 25.4% of the variation in job satisfaction. These results reinforce the validity of the proposed conceptual model and confirm the critical role of organizational commitment and organizational citizenship behavior in shaping job satisfaction in the context of microenterprises.

Discussion

Based on the results of the SmartPLS data analysis, it was found that both organizational commitment and organizational citizenship behavior (OCB) influence job satisfaction. The detailed explanations are as follows:

The influence of organizational commitment on job satisfaction

All indicators of the organizational commitment variable passed the measurement model evaluation stage (outer model). The analysis results show that the p-value of the organizational commitment variable on job satisfaction is 0.005, which is smaller than the significance level of 0.05. The T-statistic value obtained is 2.595, and the original sample value is 0.322, indicating a positive relationship between organizational commitment and job satisfaction. These results confirm that organizational commitment has a positive and significant effect on job satisfaction.

This finding aligns with previous research by Lukman (2017), Pratama (2019), and Amin (2022), all of which demonstrated that higher organizational commitment leads to increased job satisfaction. Therefore, H1 is accepted, indicating that the organizational commitment variable has a significant influence on job satisfaction.

The influence of organizational citizenship behavior on job satisfaction

Similarly, all indicators of the organizational citizenship behavior (OCB) variable passed the outer model evaluation stage. The p-value obtained from the relationship between OCB and job satisfaction is 0.000, which is smaller than 0.05. The T-statistic value is 4.410, and the original sample value is 0.558, indicating a positive relationship between the two variables. These results suggest that OCB has a positive and significant effect on job satisfaction.

This result is consistent with prior studies by Lestari & Ghaby (2018), Purnama et al. (2023), and Fachrurazi et al. (2023), which also found that OCB has a positive and significant influence on job satisfaction. Thus, H2 is accepted, confirming that organizational citizenship behavior has a positive contribution to employees' job satisfaction.

CONCLUSION

Based on the analysis results presented, organizational commitment has a significant influence on job satisfaction, and organizational citizenship behavior also has a positive and significant effect on job satisfaction. These findings suggest that employees with a high level of commitment and positive organizational behavior experience greater job satisfaction, which can ultimately lead to enhanced overall organizational performance.

Furthermore, this study still has several limitations that need to be improved in future research. Therefore, future studies are expected to include other relevant variables to provide a broader understanding of the factors that influence job satisfaction. Researchers are also encouraged to increase the number of samples and extend the research period, allowing for more representative and comprehensive results. Practically, it is also suggested that micro businesses continue to strengthen their organizational commitment and promote organizational citizenship behavior among employees as a strategy to maintain and enhance job satisfaction within the organization.

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Data, Materials and/or Code Availability:

Data sharing is not applicable to this article as no new data were created or analyzed in this study.

