

The Influence of Job Satisfaction on Organizational Citizenship Behavior through the Mediation of Organizational Commitment (A Case Study in the Westin Resort Nusa Dua, Bali)

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Abstract

The purpose of this study to examine the influence of job satisfaction on organizational citizenship behavior (OCB) through the mediation of organizational commitment with the research subject of the employees of The Westin Resort Nusa Dua, Bali. The hypotheses of this research are that : (1) job satisfaction has positive and significant influence on OCB; (2) job satisfaction has positive and significant influence on organizational commitment; (3) organizational commitment has positive and significant influence on OCB; and (4) organizational commitment mediates the relationship between job satisfaction on OCB. The design of this research is quantitative research with sample size of 88 persons which has been calculated based on Slovin's formula and the determination of the sample size uses proportionate random sampling based on departments. The data analysis used Structural Equation Modeling (SEM) with Partial Least Square (PLS) method which resulted in the following findings that: (1) job satisfaction has positive and significant influence on OCB; (2) job satisfaction has positive and significant influence on organizational commitment; (3) organizational commitment has positive but not significant influence on OCB; (4) organizational commitment does not mediate the relationship between job satisfaction on OCB.

Keywords: organizational citizenship behavior, job satisfaction, organizational commitment.

1. Introduction

1.1. Background

Bali's hotel industry is currently in an oversupply situation with rapid development of new hotels. During the period from 2014 through 2017, it is forecasted of an approximately 5,500 new hotel rooms in Bali which has led to a tighter competition. Hotels which have been operating for many years have challenges in competing physically. Therefore, for them, competitive advantage can be created through human resources or their employees and their behaviors (Ade, 2005).

One of the behaviors by an organization member in order to achieve or exceed its goals and win the competition is going beyond what is expected by the organization (OCB) by Katz (1964). Najafiet *et al.*, (2011), Robbins (2001); Athanasou and King (2002), Netemeyer *et al.*, (1997), Borman and Motowidlo (1993), Organ (1988), George and Bettenhausen (1990), Podsakoff & Mackenzie (1994), Balino, Turnley and Bloodgood (2002), Fisk & Friesen (2012); Moorman, Niehoff, & Organ, 1993; Schnake, Cochran, & Dumler (1995) collectively agree that OCB are behaviors resulting from individual discretions and are not formally required by one's position which contribute to the effectiveness of the organizational functions, outcomes, beneficial in managing the interdependence among employees, enabling organizations' survivals, maximizing employees' and organizations' efficiency and productivity, stimulating employee's loyalty, commitment, high job satisfaction, establishing the social capital and sustainable competitive advantage. Therefore, it is critical for organizations to stimulate the demonstration of OCB among their employees.

TWRNDB is one of the hotels under Westin Hotels & Resorts whose core values consist of Personal, Instinctive and Renewal so that it strongly encourages proactiveness or instinctiveness in service deliveries. The words of instinctive, anticipative, proactive, intuitive and going out of one's way reflects OCB. In relation to this, there have been some interesting phenomena as discussed in the following. The first are the annual employee engagement surveys over years whose indices indicating very high engagement (96% to 98%) for the last 5 years with very high survey participation (92%-100%). On the other hand, although it is not so high, the level of absenteeism due to doctor certificates in 2015 has been irritating at 4.5 days/per employee. In addition to the Management's observation, Management also captures guests' comments from online channels where guests commented on some employees of not being helpful, not offering extra assistance, not being polite, etc. Regardless of the many positive guests' comments, such unfavorable comments about employees' behaviors are what Management wants to eliminate. Based on interviews of some Heads of Departments (HOD), it is concluded that demonstrations of OCB are inconsistent across departments. Regarding performance appraisals, for the last 3 years, employees' performance ratings which reflect OCB is at 4.86% (B for Beyond Expectations) among the managerial levels and at 0.23% for rating O (outstanding) and at 23.66% for rating E (exceeding expectations) among front liners. Additionally, there has been a drop from 8.51 in 2014 to 8.47 in 2015 in Guest Experience Index (GEI).

Studies found that the antecedents of OCB include job satisfaction (Bateman & Organ, 1983; Puffer, 1987; Bolon, 1997; Netmeyer *et al.*, 1997), organizational commitment (O'Reilly & Chatman, 1986; Becker, 1992; Hunt & Morgan, 1994; Bolon, 1997; Shore & Wayne, 1993; Cardona & Espijo, 2002; Schape, 1998), perception on organizational support (Shore & Wayne, 1993; Eisenberger, Fasolo & Davis-LaMastro; 1990; Wayne, Shore, Bommer & Tetrick, 2002; Moorman *et al.*, 1998), perception on the leadership support or leader-member exchange (Smith *et al.*, 1983; Settoon, Bennet & Liden, 1996) and perception on organizational justice (Moorman, 1991; Konovsky & Pugh, 1994; Moorman *et al.*, 1998; Wayne *et al.*, 2002).

Bowling (2009) concluded that the major impact of job satisfaction is the increased occurrences of OCBs based on social exchange theory (Cropanzano *et al.*, 1997) and the principle of reciprocity (Cialdini 2001; Gouldner 1960), (Chang & Chang, 2010a, 2010b; Paillé, 2008) where the employees demonstrate OCB as one way to reciprocate the company for the satisfactory work environments. In general, empirical studies found that job satisfaction influences OCB (Bateman and Organ, 1983; Organ and Ryan, 1995; Netmeyer *et al.*, 1997; Moorman, 1993; Gonzalez and Garazo, 2006; Nadiri and Tanova, 2010). The concept of job embeddedness (Ade, 2005; Mitchell, Hiltom, Lee, Sablynski and eRez, 2001) additionally describes that employees' attachment with an organization is a result of accumulated influences of some aspects such as link to organization and to community, fit to organization and community, and psychological and material benefits from the organization (organizational-related and community-related sacrifices). From the studies by Najafiet *al.*, (2011), Schappe (1998); Williams and Anderson (1991), Chen-Tsai and Su (2011), it can be concluded that job satisfaction is the primary factor which stimulate the demonstration of OCB. In addition to providing great services to the guests, employees in service industries have to also perform their main duties and have to be ready to do extra for performance improvement and reputation of the organization (Podsakoff and MacKenzie, 1997; Podsakoff *et al.*, 2000; Schneider and Bowen, 1993; Stamper and Van Dyne, 2003). Lin and Chang (2015), Parnell and Crandall (2003), Feather and Rauter (2004), O'Reilly and Chatman (1986) concluded that organizational commitment has positive and significant effect on OCB and job satisfaction. Cun (2012) reported that organizational commitment has the strongest positive effect on OCB. Kuehn and Al-Busaidi (2002) reported that job satisfaction and normative commitment have positive influence on OCB. The relationship of job satisfaction as predictor of OCB is found in the researches by Bateman and Organ (1983), Puffer (1987), Bolon (1997), Netmeyer *et al.*, (1997), Bowling (2009) and Lin and Chang (2015), LePine *et al.*, (2002), Smith *et al.*, (1983). A study by Gonzalez and Garazo (2006) found that job satisfaction influences organizational commitment which subsequently stimulate employees to demonstrate OCB. Job satisfaction is the determinant of organizational commitment (Yang and Chang, 2007), Mowday *et al.*, (1982), Najafi, Noruzy, Azar, Nazari-Shirkouhi, and Dalvand (2011), Bowling (2009). In addition to job satisfaction, some research findings also show that one of the antecedents of OCB is organizational commitment such as in the studies by Lin *et al.* (2015), Feather and Rauter (2004), O'Reilly and Chatman (1986), Koslowsky, Caspy, and Lazar (1988), Elma (2013), Inkson (1977).

1.2. Problem Statement, Research Problem & Research Questions

The problem statement of this case study is that the employees' service behaviors reflecting OCB in TWRNDB have not been at an optimum level as expected by the Management for the company's goal achievements. The research problem of this study is how Management can increase the occurrences of OCB by the employees. The research questions include: (1) how job satisfaction influence OCB?; (2) how is the influence of job satisfaction on organizational commitment?; (3) how is the influence of organizational commitment on OCB?; (4) how is the role of the organizational commitment in mediating the relationship of job satisfaction on OCB?

2. Literature Review

2.1. OCB & Social Exchange Theory

The theory which underlies the emergence of OCB is the social exchange theory (Cropanzano *et al.*, 1997) and the principle of reciprocity (Cialdini 2001; Gouldner 1960) that the employees demonstrate OCB is to reciprocate the companies for the satisfactory work places (Najafi, Noruzy, Azar, Nazari-Shirkouhi, and Dalvand, 2011; Bateman and Organ, 1983; Organ and Konovsky, 1989; Williams and Anderson, 1991). As stated by Ulrich and Lake (1990), Ade (2005), human resources is one of the important dimensions in the organizational dynamics. Lin and Hung (2005) stated that intellectual assets in relation to human resources become strategic asset which bring competitive advantage so that it is interchangeably called human resources capability, human capital (Sherer, 1995), organizational capital, personal capital (Tomer, 2003), and human assets. Bassiet *al.*, (2002), Lin and Hung (2005) found that the importance of human capital in contributing to the company's financial performance because its economical value is more based on knowledge-based assets; the influence of human capital on organizational outcomes (Barney and Zajac, 1994; Lepak and Snell, 1999). Pferrer as cited by Setiari (2015) stated that "*machines do not make things, people do*" to compare it with non human resources assets. Ulrich and Lake (1990), Ade (2005) name human resources as the sustainable competitive advantage which consists of the employees' behaviors for demonstrating voluntary efforts beyond their call of duties (OCB).

According to Zafirovski (2005), Social Exchange Theory is based on the principle that human behaviors or social interaction is an exchange of activities which can be either tangible or intangible (Homans, 1961), especially the exchange of benefits and costs (Homans 1961: 317-8). Emerson (1976) and Blau (1964) stated that Social Exchange Theory is defined as the actions in response to the reactions of others. In conclusion, it is clear that OCB is part of a behavioral theory in relation to the recognition towards human behavior which become the stimuli of discretionary efforts.

2.2. Definition and Types of OCB

Bateman and Organ (1983) and Smith *et al.*, (1983) defines OCB as the voluntary behaviors by the organization members which are beneficial for the organization and such behaviors have no formal contracts nor incentive plan for the behaviors. Organ (1988), Bowling (2009) defines this type of behavior as individual voluntary behavior which is not explicitly recognized in any formal incentive program and in aggregate can increase the effectiveness of the organizational functions. In the studies, OCB is defined as voluntary behaviors which are supportive to the companies such as willingness in helping colleagues with bigger work loads, speaking positively about the company to others outside of the company, helping new joiners in the orientation process and other supportive behaviors. Bowling (2009), Moorman and Blakely (1995) categorize OCB into 4 types including the following : (1) Personal industry which means demonstrations of conscientiousness; punctuality and presence for the scheduled assignments; (2) Interpersonal helping which means the behavior of helping and being courteous to others; (3) Individual initiative is taking initiative or giving suggestions which help the organization; (4) Loyal boosterish demonstrations of loyalty to the organization by advocating company against the negative talks by others, encouraging others to purchase the products of the company, being proud to work for the organization.

2.3. Organizational Commitment

Apart from definitions by Gibson (2009), Robbin and Judge (2008), Mayer and Allen (1993) identifies 3 themes in the definitions of commitment including : (1) Commitment as an attachment to the organization (affective commitment). In this theme, commitment arises if an employee wants to be a part of the organization because of the emotional attachment with the organization; (2) Commitment as a cost which has to be absorbed if someone has to exit from an organization (continuance commitment). This type of commitment arises if an employee stay with the organization because s/he is in need of salary and other benefits or s/he does not find any other job; (3) Commitment as an obligation to stay with the organization (normative commitment). This type of commitment arises because of the employee's internal values. An employee decides to stay with the organization because of the belief that commitment to the organization is a must.

2.4. Job Satisfaction

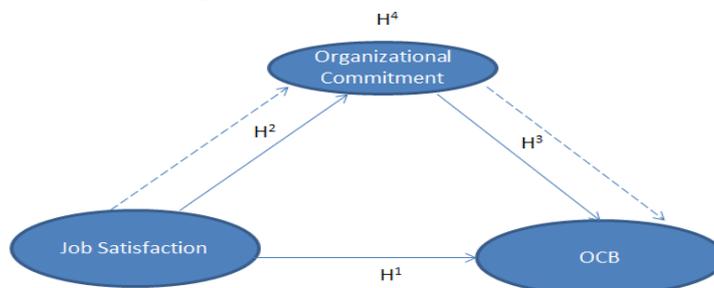
Apart from the definitions by Locke's (1976), Matis and Jackson's (2006); Merta's (2014), Organ (1988) and Gregory Murphy (2002), in this study, the factors influencing job satisfaction being used are those which were introduced by Celluci, Anthony J and David L. DeVries in Mas'ud (2004) with detailed indicators for each dimension of the job satisfaction as in defined in the following : (1) Satisfaction with pay is in which the company gives better salary than that in the competitor; salary is appropriate to the responsibility; salary matches the performance; allowances match duties and responsibilities; (2) Satisfaction with promotion in which companies implement policies and procedures in position promotion; position promotion is followed with appropriate salary increase; position promotion is conducted based on the planned time, promotion promotion is based on career path; (3) Satisfaction with co-worker in which job satisfaction arises because colleagues provide adequate support; colleagues can complete certain assignments when requested; enjoy to work with colleagues; responsible colleagues; (4) Satisfaction with supervisor because managers / supervisors give supports managers / supervisors are willing to listen; managers / supervisors motivate; managers / supervisors treat subordinates honestly; (5) Satisfaction with the work itself because the job is interesting; responsibility towards work; job which provides freedom in expressing creativity; works which are assigned can be completed in increased quantity.

3. Conceptual Framework and Hypotesis

3.1. Conceptual Framework

Bateman and Organ (1983), Organ and Konovsky (1989), Williams and Anderson (1991), (Bateman and Organ, 1983; Organ and Ryan, 1995; Netemeyer *et al.*, 1997; Moorman, 1993; Gonzalez and Garazo, 2006; Nadiri and Tanova, 2010), Murphy (2002) found that job satisfaction and OCB have positive relationship. Smith *et al.*, (1983) in his study on the antecedents of OCB found that job satisfaction is the best *predictor of OCB*. Gonzalez and Garazo (2006) believe that job satisfaction better support organizational commitment which subsequently stimulate employees to demonstrate OCB. Job satisfaction is determinant of organizational commitment (Yang

and Chang, 2007), Mowday *et al.*, (1982). OCB is influenced by organizational commitment and job satisfaction (Schappe, 1998; Williams and Anderson, 1991). Findings from other researches says that job satisfaction and organizational commitment have positive relationship on OCB (Podsakoff *et al.*, 2000; Organ and Ryan, 1995). Yang and Chang (2007), Carson (1998), Morrison (1994), Felfe *et al.*, (2008) found that job satisfaction and organizational commitment predict and determine changes on OCB in which organizational commitment of employees has positive influence on OCB. Based on such elaborations of related studies, the conceptual model of this study is presented as in the following :



Feature 1. Conceptual Model

3.2. Relationship between Job Satisfaction and OCB

Based on the social exchange theory (Cropanzano *et al.*, 1997) and the principle of reciprocity (Cialdini 2001; Gouldner 1960), OCB is stimulated by the willingness to reciprocate to the company. Chia-Ju Lu, *et al.*, (2013), Najafi, *et al.*, (2011), Gregory Murphy *et al.*, (2002) proved that better job satisfaction increase the demonstration of OCB. Therefore, hypothesis 1 is stated as below:

H1. Job satisfaction has positive and significant influence on OCB

3.3. Relationship between Job Satisfaction on Organizational Commitment

Robbin and Judge (2008); Merta (2014) explained that in addition to the impact on work productivity, *absenteeism*, customer satisfaction, job satisfaction also influence employees' loyalty which also a reflection of commitment to the company. Tsai *et al.*, (2010), Merta (2014) proved that job satisfaction has positive and significant influence on organizational commitment. Therefore, hypothesis 2 is presented as follow:

H2. Job satisfaction has positive and significant influence on organizational commitment

3.4. Relationship between Organizational Commitment and OCB

Social exchange theory (Cropanzano *et al.*, 1997) and the concepts of Netemeyer *et al.*, (1997) state that OCB is reflection of the employees' commitment to the company. Djati (2007), Huang *et al.*, (2012), Stephen P. Schappe (1998) found that commitment is one of the antecedent variables which has positive and significant influence on OCB. Therefore, hypothesis 3 is presented as follow :

H3. Organizational commitment has positive and significant influence on OCB

3.5. Mediating Role of Organizational Commitment on The Relationship of Job Satisfaction on OCB

Najafi *et al.*, (2011) found that job satisfaction has positive influence on organizational commitment and OCB. Subsequently, organizational commitment influence OCB directly. Yang and Chang (2007) found that job satisfaction causes organizational commitment which subsequently stimulates OCB. Hypothesis 4 is presented as follow:

H4. Organizational commitment mediates the relationship of job satisfaction on OCB.

4. Research Method (Partial Least Square method)

4.1. Population and Sample

The population is all employees of TWRNDB consisting of 704 persons. The size of sample is calculated using Slovin's formulae and the samples are selected using *Proportionate Stratified Random Sampling* using departments as the strata which results in 88 samples as distributed in 11 departments / departmental clusters. To determine the samples, random method using lottery techniques is used based on payroll number of the employees.

4.2. Constructs, Indicators and Questionnaire Items

This study deploys reflective constructs consisting of : (1) organizational citizenship behavior, (2) job satisfaction, and (3) organizational commitment where job satisfaction (X) is exogenous construct and both

organizational citizenship behavior(Y_2) and organizational commitment (Y_1) are endogenous construct. The responses of each questionnaire items are provided using Likert scale of 1 (strongly disagree) to 5 (strongly agree). The constructs with their respective indicators and questionnaire items are provided in the attachment.

4.3. Instrument's Validity Test

Based on **Table 5** below, all coefficient of correlations are valid because all of them are higher than 0.30 (> 0.30).

Konstruk	Indikator	Item	Korelasi
Kepuasan Kerja (Job Satisfaction) X	Satisfaction with Pay	X1.1	0,682
		X1.2	0,785
		X1.3	0,761
	Satisfaction with Promotion	X2.1	0,756
		X2.2	0,768
	Satisfaction with Co-workers	X3.1	0,752
		X3.2	0,740
		X3.3	0,883
	Satisfaction with Supervisor/Manager	X4.1	0,835
		X4.2	0,749
Satisfaction with The Job Itself	X5.1	0,778	
	X5.2	0,790	
Komitmen Organisasional (Organizational Commitment) Y_1	Affective Commitment	Y1.1	0,720
		Y1.1	0,652
		Y1.1	0,866
	Continuance Commitment	Y1.2	0,789
		Y1.2	0,831
		Y1.2	0,749
	Normative Commitment	Y1.3	0,772
		Y1.3	0,652
		Y1.3	0,652
Perilaku Keanggotaan Organisasional (Organizational Citizenship Behavior) Y_2	Personal Industry	Y2.1	0,668
		Y2.1	0,692
		Y2.1	0,723
	Interpersonal Helping	Y2.2	0,703
		Y2.2	0,735
	Individual Initiative	Y2.3	0,781
		Y2.3	0,789
		Y2.3	0,782
	Loyal Boosterism	Y2.4	0,723
Y2.4		0,556	

4.4. Instrument's Reliability Test

Based on the reliability test, all constructs are reliable because all values of Cronbach Alpha based on Standardized Items are higher than 0.60 (Nunnally 1969). All the constructs of this study are reliable with Cronbach's Alpha at 0.939 (Job Satisfaction), 0.896 (Organizational Commitment) and 0.894 (OCB).

4.5. Classification of Respondents' Responses

To determine the classification of respondents' responses, descriptive statistical formulae is used (Wirawan, 2012: 35) which is $C = R/K$ where R stands for range (4); K stands for class (5) and C stands for interval ($4/5=0.8$). Therefore, the calculation results in the following classifications : (1) 1.00 – 1.80 = Very poor; (2) 1.81 – 2.60 = Poor; (3) 2.61 – 3.40 = Average; (4) 3.41 – 4.20 = Good; (5) 4.21 – 5.00 = Very good.

5. Result of The Analysis

5.1. Descriptive Analysis Of Constructs

5.1.1. Description of Job Satisfaction Construct

As presented in Table 7 below, the construct description of Job Satisfaction construct which consists of 5 indicators and 12 questionnaire items are as follow:

Tabel7. Construct Description of Job Satisfaction (X)

Construct & Indicators	% of Respondents' Responses					Average Scores
	1	2	3	4	5	
JOB SATISFACTION (X)	0,00	0,11	1,02	37,88	60,98	4,60
Satisfaction with pay (X1)	0,00	0,00	1,14	41,29	57,58	4,56
Satisfaction with promotion (X2)	0,00	0,00	2,27	35,23	62,50	4,60
Satisfaction with co-workers (X3)	0,00	0,00	0,00	37,88	62,12	4,62
Satisfaction with superiors (X4)	0,00	0,57	1,70	38,64	59,09	4,56
Satisfaction with the work itself (X5)	0,00	0,00	0,00	36,36	63,64	4,64

5.1.2. Description of Organizational Commitment Construct

As presented in **Table 8** below, organizational commitment construct which has 3 indicators and 8 questionnaire items gained the following response scores:

Table 8. Construct Description of Organizational Commitment (Y1)

Construct & Indicators	% of Respondents' Responses					Average Scores
	1	2	3	4	5	
ORGANIZATIONAL COMMITMENT (Y1)	1,26	2,97	3,91	34,97	56,88	4,43
<i>Affective Commitment (Y1.1)</i>	0,38	0,76	2,65	32,95	63,26	4,58
<i>Continuance Commitment (Y1.2)</i>	0,00	1,89	4,55	37,88	55,68	4,47
<i>Normative Commitment (Y1.3)</i>	3,41	6,25	4,55	34,09	51,70	4,24

This average score for normative commitment construct indicates that commitment which is related to the perception on the obligation to stay with the company need attention because it relates to employee retention/loyalty intention to leave.

5.1.3. Description of OCB Construct

The construct of organizational citizenship behavior (OCB) as reflected by 4 indicators and 10 questionnaire items have the following responses as presented in Table 9 below :

Table 9. Construct Description of Organizational Commitment OCB (Y2)

Construct & Indicators	% of Respondents' Responses					Average Scores
	1	2	3	4	5	
Organizational Citizenship Behaviour (Y2)	0,00	0,14	0,47	30,78	68,61	4,68
<i>Personal Industry (Y2.1)</i>	0,00	0,00	0,38	24,62	75,00	4,75
<i>Interpersonal Helping (Y2.2)</i>	0,00	0,00	0,57	31,25	68,18	4,68
<i>Individual Initiative (Y2.3)</i>	0,00	0,00	0,38	39,39	60,23	4,60
<i>Loyal Boosterism (Y2.4)</i>	0,00	0,57	0,57	27,84	71,02	4,69

5.2. Construct Descriptive Analysis Based On Respondents' Characteristics

5.2.1. Construct Descriptive Analysis Based on Age Group

Respondents in age group of 41-50 years has the highest level of OCB and job satisfaction respectively at 4,74 for OCB and at 4,65 for job satisfaction construct. Meanwhile, respondents in age group of 18-30 years has the lowest scores in all 3 constructs that is at 4.17 for organizational commitment construct, at 4.45 for job satisfaction construct and at 4.53 for OCB. Based on the in-depth interviews, it has been transpired that employees in the age group of 41-50 years have highest satisfaction of all the benefits they have received from the company both financially and non-financially. For employees at the age group of 18-30 years with lowest average score in organizational commitment construct, it was found from the in-depth interviews that because of they generally are the initial stage with less than 5 years of service and have expressed their expectations in getting better employment status and intentions to still explore career opportunities both within as well as outside of the company.

5.2.2. Construct Descriptive Analysis Based on Service Years

Respondent group with service years of 20 years or longer and 11-20 years give the highest average score for OCB (4,71). Respondent group with service years of 20 years or longer also gives highest score for job satisfaction construct (4,62) and for organizational commitment construct (4,52). Similar to the reason in the scores based on age group, the highest scores by service years of 20 years or longer is due to the satisfaction with the benefits from the company. Whilst for the group with 11-20 years of service, the reasons for highest OCB and higher organizational commitment which have been transpired from the in-depth interviews is because of the career growth opportunities. The lowest scores for OCB at 4.58 and at 4.22 for organizational commitment by group with 1-5 years of service is because of their opinions that moving across companies is usual to explore more career opportunities, better compensation and preferred work places.

5.2.3. Construct Descriptive Analysis Based on Position Levels

Employees within Manager level has the highest scores in all 3 constructs which are at 4.85 (OCB), at 4.83 (job satisfaction) and at 4.67 (organizational commitment). These scores are justified by the reasons of the highest level of compensation they can enjoy. While employees within the Assistant Manager level scores the lowest in all 3 constructs which are 4.60 (OCB), 4.46 (job satisfaction) and 4.27 (organizational commitment). This has been expressed that it is due to the lower satisfaction with pay and superiors which is lower than the average overall score of the job satisfaction construct.

5.2.4. Construct Descriptive Analysis Based on Education

Respondent group with senior high school background has the highest scores in all 3 constructs which are 4.83 (OCB), 4.72 (job satisfaction) and 4.62 (organizational commitment). These highest average scores are because employees with senior high school background are also those who have worked for the company for 20 years or longer whose age group also scores the highest in the constructs because of their satisfactions. While the

employee group with diploma background consist of employees with relatively new tenure and less years of service who generally still have opinion to explore opportunities for career growth including those in other companies.

5.2.5. Construct Descriptive Analysis Based on Departments

Based on departmental group, employees in Accounting, Recreation and Security score in the top 3 for OCB, job satisfaction and organizational constructs. These scores have positive correlations with their engagement scores where they have highest engagement scores in 2015 survey such as 100% for Security Department, 99% for Recreation Department and 97% for Accounting Department. For leadership dimensions in the employee engagement surveys, the 3 departments also score the highest such as Security Department with 100%, Recreation Department with 97% and Accounting Department at 94% which represent very high engagement level. While the employees within Convention Department give lowest score for organizational commitment because employees in this department generally have on-demand positions in the labor market so that career exploration opportunities are widely opened causing higher retention risk and subsequently influence normative commitment negatively.

5.3. Inferential Analysis

The inferential analysis of this study uses Structural Equation Modeling (SEM) and the deployment of Partial Least Square (PLS) method using SmartPLS 2.0 M3 software with the following analysis results.

5.3.1. Measurement Model (Outer Model)

This study measures the model validity and reliability using convergent validity, discriminant validity, composite reliability and cronbach alpha.

Convergent Validity. The results of convergent validity calculation of this study is presented in Table 10 below. Because all loading factor coefficients are above 0.60 as indicated by the original samples as well as that all t-statistics values are significant at 0.05, all indicators are considered to meet the criteria of convergent validity (Lathan and Ghazali, 2012).

Discriminant Validity. The calculation of discriminant validity of this study found as shown in Table 11 below shows that the range of (\sqrt{AVE}) is larger (0.834 – 0.864) than correlation coefficient (0,778 - 0,863). Additionally, the AVE values of each construct is higher than 0.50 which in the range from 0,695 to 0,746. Therefore, the discriminant validity criteria are satisfied (Lathan dan Ghazali, 2012:78-79).

Composite Reliability and Cronbach Alpha. Both composite reliability and cronbach alpha values of all individual constructs are higher than 0.70. Therefore, the reliability criteria of the constructs are satisfied.

5.3.2. Structural Model (Inner Model)

This study uses the approaches of R-Square (R^2), Q-Square Predictive Relevance (Q^2), and Goodness of Fit (GoF) in structural model.

R-Square (R^2). The R^2 value of organizational commitment construct is at 0.662 or a strong model according to Chin (Lathan dan Ghazali, 2012:85) meaning that the variation in job satisfaction explains the variation in organizational commitment at 66.20% while the other 33.80% by variations of other constructs. While OCB has a value of R-square at 0.761 or a strong model meaning that the variation in job satisfaction and organizational commitment explain the variation in OCB at 76.10% and the other 23.90% by variations of other constructs outside of the model.

Q-Square Predictive Relevance (Q^2). It is found that the Q^2 value of this model is 0.919 or strong predictive relevance (Lathan and Ghazali, 2012) meaning that 91.90% variations of the endogenous constructs can be predicted by the variations in the exogenous construct.

Goodness of Fit (GoF). The calculation of GoF shows that the GOF value is at 0,515 which means that the study overall model has a large predictive level (Lathan and Ghazali, 2012).

Path Analysis and Hypothesis Testing results are as follow:

1. Job satisfaction has positive influence on organizational commitment at 0.814 which is significant at 0.05 with t-statistics value higher than 1.96 which is 20.673.
2. Job satisfaction has positive influence on OCB at 0.680 which is significant at 0.05 with t-statistics value higher than 1.96 which is 5.562.
3. Organizational commitment has positive influence on OCB at 0.225 and the relationship is not significant because the t-statistics value is lower than 1.96 (1.629).

Mediating Role. Based on the path analysis, a feature of the model with the coefficients of relationship among the studied constructs can be presented as follow:



Feature2. Theoretical Role in Mediation

5.3.3. Summary of the Hypothesis Testing Results:

1. H1 : Job satisfaction has positive and significant influence on OCB is fully accepted,
2. H2: Job satisfaction has positive and significant influence on organizational commitment is fully accepted,
3. H3 : Organizational commitment has positive and significant influence on OCB is partially accepted because organizational commitment has positive influence on OCB but such relationship is not significant,
4. H4 : Organizational commitment mediates the relationship of job satisfaction on OCB is not accepted because the relationship between organizational commitment and OCB is not significant.

6. Discussion

6.1. Influence of Job Satisfaction on OCB

The analysis shows that job satisfaction has positive and significant influence on OCB. This means that the increase in job satisfaction causes an increase in OCB. This result conforms the alignment with social exchange theory (Zafirovski, 2005), (Homans, 1961), (Emerson, 1976; Blau, 1964). This analysis result is also in line with the principle of reciprocity (Cialdini 2001; Gouldner 1960). This analysis result is also supported by the research Chia-Ju Lu *et al.*, (2013) in which the hypothesis that better job satisfaction causes better OCB. The research by Najafiet *al.*, (2011) also found that job satisfaction has positive and significant influence on OCB. In this study, the average score of the job satisfaction constructs is 4.60 which implies very high job satisfaction as well as average score of OCB of 4.68 (very high). Two of 5 indicators for job satisfaction (75%) has higher average score than the average score of the construct. Additionally, 99% respondents expressed strong agreement (61%) and agreement (38%) with the questionnaire items on job satisfaction. While for questionnaire items on OCB, 99.3% respondents expressed strong agreement (67,8%) and agreement (31,5%).

6.2. Influence of Job Satisfaction on Organizational Commitment

The Analysis of the influence of job satisfaction on organizational commitment shows that job satisfaction has positive and significant influence on organizational commitment. The positive influence of job satisfaction on organizational commitment can also be explained theoretically by social exchange theory and the principle of reciprocity in relation to the affective commitment and continuance commitment definitions. In the definition of affective commitment, organization members feel that to stay with the organization is because of the interest in the organization. Such interest is based on positive affection or satisfaction with the organization with variety of reasons (personal belief and/or economical reasons). This research finding is in line with the researches by Tsai *et al.*, (2010) and Merta (2014) who found that job satisfaction has positive and significant influence on organizational commitment. In this study, the average score of job satisfaction construct is 4.60 which implies very high satisfaction and the average score of organizational commitment is at 4.43 which also indicates very high commitment. Two out of 3 (67%) of the organizational commitment indicators have higher average scores as compared with organizational commitment average scores.

6.3. Influence of Organizational Commitment on OCB

The analysis of the influence of organizational commitment on OCB shows that organizational commitment has positive influence on OCB. Huang *et al* (2012) proved that OCB can be increase by the increase in organizational commitment as one of the antecedent variable. While in the research by Stephen P. Schappe (1998), it was found that only organizational commitment which had positive influence on the variant of OCB. Djati found the significant influence of organizational commitment on OCB. In this study, the relationship of commitment organizational construct with OCB is not significant which can be explained with the analysis results that there 3.91% of the respondents who expressed doubts; 2.97% respondents who expressed disagreement and 1.26% with strong disagreement causing the average score of normative commitment to be below average score of the organizational construct.

6.4. Influence of Job Satisfaction on OCB through the Mediation of Organizational Commitment.

The analysis of mediating role of the organizational commitment in the relationship of job satisfaction on OCB found that organizational commitment is not mediating construct of the influence of job satisfaction on OCB because the relationship of organizational commitment construct with OCB is not significant with t-statistics

of 1.629. This research does not support the research which had been done by Najafiet *al.*, (2011) who found that job satisfaction influence OCB through the mediation of organizational commitment and that of Yang and Chang (2007) who found that job satisfaction causes organizational commitment and subsequently organizational commitment stimulates the demonstration of OCB. The insignificance in the relationship between organizational commitment on OCB can be explained analytically that normative commitment indicator which has an average score of 4.24 which is lower than the average score of the construct at 4.43.

6.5. Research Findings

Finding in Relation to Organizational Commitment Construct

The insignificant relationship of the organizational commitment construction OCB can be further explained with the analysis that one of the questionnaire item has much lower score at 3.84 than the average score of the normative commitment indicator score (4.24) and organizational construct average score (4.43). Such item is the one which regard to the ethical perception of the employees for moving job across companies. Additionally, 2 questionnaire items under continuance commitment indicator have scores lower than organizational construct average score which are on (1) the perception of loss when exiting the company (4.39) and (2) disturbance in life due to exiting from the company (4.40). These lower scores cause the insignificant relationship. Based on the in-depth interviews, the reasons behind the ethical perceptions by employees on changing job from one company to another include: (1) personal reason such as vicinity of residence to work place; family, flexible work hours; (2) for the reasons of enhancing experiences and career growth, (3) for better position and compensation (4) common reason in hotel industry due to many hotel openings (5) for knowledge improvement, skill and career, (6) for better career and higher compensation in shorter time, (7) due to health consideration on physical capability for certain work load, (8) impatience of the promotion due to waiting for the incumbent superior to move (career block), (9) changing job becomes not ethical when leaving problems behind at the time of exiting and having not contributing enough to the company which has been generous.

Finding in Relation with Job Satisfaction Construct

Two indicators of job satisfaction have scores lower than the average score of the construct at 4.60 including (1) satisfaction with compensation and (2) satisfaction with superior both at 4.56. Further analysis shows that such lower scores have been related to the scores under satisfaction with compensation on (1) payment of good allowances at 4.51 and (2) punctuality in payment of benefits at 4.58. While for the score of satisfaction with superior, the lower score has been caused by the item on (1) motivated superiors at 4.56 and (2) superiors' support at 4.57. Theoretically, such information shows that satisfaction with compensation and satisfaction with superior whose scores are lower can be related with the concept of perception on organizational support (POS) as stated by Liu (2009) that POS is significantly related with affective commitment and organization-directed OCB. Liu (2009) further defined POS as the extent to which organization recognizes employees' contribution and care for the employees' welfare (Eisenberger, et al., 1986). Rhoades and Eisenberger (2002), Liu (2009) added that employees develop POS through their evaluation on work condition, recognition from the organization, supports provided by the superiors and procedural justice.

Relationship of Research Finding on Organizational Commitment and Job Satisfaction with Organizational Goals

Based on the service-profit chain concept that guest satisfaction causes business satisfaction (continued profitability) which subsequently stimulate employee satisfaction. Happy employees will serve guests happily, with initiative, creativity and willingness to go beyond the call of duty (OCB) so that the guests feel satisfied and become repeat customers. This is the conceptualization of the goals of the company where this research was done. In the analysis result, the questionnaire item on individual initiative indicator has a lower score than that of the OCB construct. The indicator has 3 items each on (1) employees' willingness to give creative suggestion to colleagues (4.51), (2) motivating other to try new and more effective ways of doing jobs (4.63) and (3) employees' initiative to get new updates/information beneficial for the company (4.66). Therefore, the culture of taking initiative needs to be optimized as well as instinctiveness or pro-activeness to take needed actions without instructions from others. Deficit in instinctive behaviors can be related to the perception on organizational support as indicated by the lower scores on satisfaction with compensation and satisfaction with superior whose average scores are lower than the score of the satisfaction construct. Based on the in-depth interviews, these lower scores potentially come from the non-permanent employees who in the 2015 engagement surveys had expressed about their expectations for better status thus better benefits. The non permanent employees comprises of 30.34% of the population. This implies their expectation on better organizational support. Moorman and Harland (2002) indicated that temporary employment status has relation with the demonstration of OCB. Pferrer (1997) said that the tendency of employment of temporary, part time and contracted employees are contra productive against the achievement of competitive success.

6.6. Research Implication

The R^2 value of job satisfaction on OCB at 0.761 and on organizational commitment at 0.662 (strong) shows that job satisfaction is a very important factor in stimulating OCB and organizational commitment which are crucial to companies. With regard to the job satisfaction, the indicator of satisfaction with compensation and with superiors needs attention for optimizations. These implications relate to the employment status and/or better benefit as well as superiors' supports. With regard to the organizational commitment, Management needs to find a strategy in stimulating the belief that loyalty (normative commitment) among employees are richly stimulated especially among the high potential employees to eliminate their intention to leave.

7. Conclusion and Sugestion

This research found that (1) job satisfaction has positive and significant influence on OCB; (2) job satisfaction has positive and significant influence on organizational commitment; (3) Organizational commitment has positive but not significant influence on OCB; (4) Organizational commitment does not mediate the relationship of job satisfaction on OCB. Therefore, in this case study, job satisfaction directly influence OCB without the mediation of organizational commitment. Subsequently, it is suggested that (1) special attention is needed on organizational commitment especially with regard to ethical perception of moving (changing job) from one company to another. Strategies for improved employee loyalty and elimination of intention to leave need to be developed; (2) Job satisfaction need to be maintained at such high level by special attention to the satisfaction with compensation and with superior; (3) Job satisfaction survey with comprehensive indicators is needed in addition to or inclusive in the employee engagement; (4) Future researches may include constructs such as perception on organizational support, organizational learning, career planning and leadership style as antecedent constructs of OCB with recommended wider scope in research locations to allow comparative study on top of the associative one.

Acknowledgements

The authors would like to thanks for every employers in in the westin resort nusadua, bali who participated in this study.

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