

DOES JOB SATISFACTION INFLUENCE ORGANIZATIONAL CITIZENSHIP BEHAVIOR? AN EMPIRICAL STUDY IN SELECTED 4-STAR HOTELS IN JAKARTA, INDONESIA

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ABSTRACT

Increasing organizational survivability has no longer become an option, but a must. This may well be due to the impact of globalization, which has not only opened up international trade, but also increasing international competition (Evans, Pucik, & Bjorkman, 2011; Hubbard, Rice, & Beamish, 2008; Thompson, Gamble, & Strickland III, 2004). In the rush of international trade and competition in much of borderless nations these days, Organizational Citizenship Behavior (OCB), as a passive construct, has been proven to be beneficial for both employees and employers alike (Bergeron, Shipp, Rosen, & Furst, 2011; Mohanty & Rath, 2012; Nielsen, Bachrach, Sundstrom, & Halfhill, 2012; Noor, 2009; Yaghoubi, Mashinchi, & Hadi, 2010; Öztürk, 2010).

This study seeks to analyze OCB in trying to determine its most influential factor. By far, previous researches have indicated that factors of job satisfaction have the most influence towards OCB (Intaraprasong, Dityen, Krugkrunjit, & Subhadrabandhu, 2012; Mohammad, Habib, & Alias, 2011; Swaminathan & Jawahar, 2013). The main purpose of this research is to single out the most influential element of job satisfaction towards OCB that can be managed or controlled in some way by organizations.

Data gathering is performed by means of questionnaire distributions in 4-star hotels in Jakarta. Data analysis and testing are computed in statistical software to note the level of correlations and influences of elements of job satisfaction towards OCB. However, strength of influence barely hits minimum, providing a base for future research on other factors that may be more influential towards OCB.

Keywords: organizational citizenship behavior, job satisfaction, path analysis

I. INTRODUCTION

OCB has become a necessity for organizational continuity (Bergeron, Shipp, Rosen, & Furst, 2011; Mohanty & Rath, 2012; Nielsen, Bachrach, Sundstrom, & Halfhill, 2012; Noor, 2009; Yaghoubi, Mashinchi, & Hadi, 2010; Öztürk, 2010). Because it is impossible for a business entity to predict the different changes in external factors and provide contingencies to all

situations while in operation, therefore, focus on internal factors especially those providing unexpected extra benefits in nature are essential for survivability (Öztürk, 2010; Wang & Baum, 2008; Yaghoubi, Mashinchi, & Hadi, 2010). An extra role behavior, such as; OCB, is not under any specified job description, not under any formal reward system, not compulsory, unexpected, and could provide extra benefits in addition to benefits derived from expected role specific behavior (Swaminathan & Jawahar, 2013). From a social point of view, OCB benefits the organization by enabling employees to cope with stressful situations, unexpected problems and high workload through interdependence (Mohammad, Habib, & Alias, 2011). Employees are more adaptable to unforeseen circumstances caused by external factors (Mohammad, Habib, & Alias, 2011).

Another benefit of OCB is its utilization as a gauge of the overall effectiveness of an organization. It has positive association with Organizational Culture, Organizational Commitment and Job Motivation (Intaraprasong, Dityen, Krugkrunjit, & Subhadrabandhu, 2012). Employees exhibiting low levels of OCB are more likely to leave the organization, tend to have lower levels of innovation and creativity than those exhibiting higher levels (Mohammad, Habib, & Alias, 2011). This is due to the strong association of OCB levels with that of Job Satisfaction. On a smaller scale, OCB has often been used as a tool of evaluation for work performance, increases in pay grade and promotions (Mohammad, Habib, & Alias, 2011). This again, is due to the extra role nature of OCB. In terms of performance for example, it is observed that employees exhibiting OCB tend to have higher performance than most (Wang & Baum, 2008). In terms of organizational commitment, however, Nielsen, Bachrach, Sundstrom & Halfhill (2012) reasons that employees would only exhibit extra roles/behaviors if those employees are committed to organizations. Only by having high level of commitment employees are motivated to exhibit OCB (Bergeron, Shipp, Rosen, & Furst, 2011; Noor, 2009). Therefore, an evaluation of high OCB could indicate high levels of other positive qualities as well.

Observation by several researches indicates that high levels of commitment, performance, innovation and creativity are positively related to high levels of OCB (Mohammad, Habib, & Alias, 2011). As an extra role behavior, OCB has been identified outside of job descriptions and considered something given by employees with no expectation of reward. For an individual to even consider giving extra, his/her needs have to be fulfilled first. Therefore, it is logical to expect that most employees who display OCB are highly satisfied with their Jobs. Job satisfaction is a feeling resulting from a positive state of emotion derived from the gratification of a person's work experience (Mohammad, Habib, & Alias, 2011). Factors such as pay, promotional opportunities, work conditions and personal factors such as task specification, skill, emotion, self-esteem and motivation have been identified as strong indicators of job satisfaction (Swaminathan & Jawahar, 2013).

As an extra role behavior that is voluntary in nature (Aziza, 2013; Glionna, 2011), there is lack of control over the rate of OCB in organizations (Intaraprasong, Dityen, Krugkrunjit, & Subhadrabandhu, 2012). The behavior exhibited becomes a matter of choice. Even though choice is an individual and personal preference, however, motivation could be utilized to sway them in a certain direction. This research attempts to determine which of the indicators/elements of job satisfaction is/are more influential towards OCB.

II. LITERATURE REVIEW

II.1. ORGANIZATIONAL CITIZENSHIP BEHAVIOR

OCB is a type of behavior that is not specified by any job description or contract. The behavior is unexpected and is not something that can be trained. However, researches have shown that this

type of behavior is desirable due to its positive effect on the organization and workers (Intaraprasong, Dityen, Krugkrunjit, & Subhadrabandhu, 2012). Some even consider the behavior to be synergistic to the organization's performance (Noor, 2009).

In recent years, researches have defined OCB into five dimensions, which are further refined into two categories; OCB-O and OCB-I. OCB-O is mainly targeted for organizations, which contains the dimensions of Conscientiousness, Civic Virtue and Sportsmanship. On the other side, OCB-I is directed towards individuals in organizations, which contains Altruism and Courtesy (Mohammad, Habib, & Alias, 2011).

II.1.1. Civic Virtue

OCB that falls under civic virtue is defined as behavior that demonstrates an employee's high concern for the life of other employees in the organization in general. Therefore, this type of behavior usually involves giving constructive criticism or suggestions for improvements and solutions for operational problems (Nielsen, Bachrach, Sundstrom, & Halfhill, 2012). Examples of civic virtue include regularly attending non-compulsory meetings and keeping up to date with the current events of the organization (Özturk, 2010; Aziza, 2013).

II.1.2. Conscientiousness

Conscientiousness is an OCB which focuses on an employee's want to comply with the norms of an organization which characterize the organization's definition of a good worker (Özturk, 2010). Examples of such behavior would include punctual employees or employees doing their work efficiently.

II.1.3. Sportsmanship

Sportsmanship behavior can be defined as an employee's want to not complain when facing unavoidable operational issues, work discomforts and abuse that may occur during work (Nielsen, Bachrach, Sundstrom, & Halfhill, 2012). It generally means being more tolerant, avoiding to complain excessively and being more positive towards work issues.

II.1.4. OCB at Work

OCB-O in the form of civic virtue, conscientiousness and sportsmanship has been proven to be beneficial towards the organization (Mohammad, Habib, & Alias, 2011). An employee exhibiting civic virtue is by attending non-compulsory meets held by the organization on service standards and quality would be more knowledgeable and could use that knowledge to perform better in daily operations. Better performance in terms of service could lead to repeat visits, advocacy and indirectly, better sales. Giving constructive suggestions is another trait of civic virtue that can indirectly support the organization. At some organizations, overall performance and future operational strategies and goals department wise is discussed monthly, bi monthly or semi-annually depending on the organization. Some open these to employees as non-compulsory meets for their suggestions on future goals and strategies based on daily operational experience. Suggestions that could help better form future strategies to benefit the organization and its employees.

An employee, who exhibits high rate of attendance, is exhibiting conscientiousness. An employee, who fails to come on time or do not come at all is a potential cost for the organization. Absenteeism causes increased work load and work stress for other employees. Several issues that may stem from absenteeism are: false perception on the normal operating capacities of the work team, increase in complaints due to work stress as there are not enough people on shift and general dissatisfaction of employees. A high level of conscientiousness could prevent potential issues with regard to the organization's employees. Conscientious employees also have a

tendency to follow company rules and policies even when no one is watching.

Employees with high levels of sportsmanship are easy to spot. They tend to stay back to help out the team when asked, even if it goes beyond their normal working hours. They rarely take long breaks and sometimes are back to work even before their break ends. These employees are able to tolerate unexpected circumstances outside of their normal expected work requirements and not complain. In most organizations, especially the hospitality industry, the unexpected happens quite often and having employees who are flexible would enable easier response to these unexpected events.

II.2. JOB SATISFACTION

Job satisfaction can be defined as the emotional feeling of gratification that is experienced by an employee due to many factors of work (boundless.com, nd; Evans, Pucik, & Bjorkman, 2011; Intaraprasong, Dityen, Krugkrunjit, & Subhadrabandhu, 2012; Mohammad, Habib, & Alias, 2011; Narang & Dwivedi, 2010; Swaminathan & Jawahar, 2013). Gratification of work as a motivational factor could contribute towards positive organizational factors such as performance and commitment (Öztürk, 2010). Job satisfaction has been found to be an influential factor to the OCB by various researches (Öztürk, 2010).

Different researches utilize and define the dimensions of job satisfaction variably. However, the most popular are namely: pay, the work conditions, promotional opportunities, supervision and co-workers. These indicators are also considered as situational factors of the organization. Work conditions include the work itself and the daily operations that each employee would have to go through. Supervision as a measurement an employee's relationship with his/her superior and co-workers as a measurement of the employee's relationship with other employees in the organization.

II.2.1. Pay

The more content employees are with their pay, the higher the levels of their job satisfaction. This follows the logic that when an employee feels that the amount of effort put into his/her work is adequately compensated by the amount of money they receive from the organization, they are satisfied. Maslow's theory of needs states that an individual's needs is ranked in different hierarchies and only by satisfying the needs of one level can an individual move on to the needs of the next (Kim & Kamalanabhan, 2009; Ebert & Griffin, 2009). Satisfaction derived from adequate pay forms the base of an individual's financial security.

II.2.2. Promotion

Job Satisfaction has been researched to be positively influenced by an employee's perception based on promotion opportunities available, expectations on future promotions and past promotions (Evans, Pucik, & Bjorkman, 2011). At the work place, an employee would be satisfied when it is perceived that the chances of getting a promotion are fair and similar to everyone else. Employees are also satisfied when after being promoted, their expectations on the duties, responsibilities and details of the promotion are met.

II.2.3. Supervision

The presence of competent supervisors is an essential part of job satisfaction as well (Ebert & Griffin, 2009; Evans, Pucik, & Bjorkman, 2011). Competent supervisors are able to maximize their understanding of the daily operations and therefore, understanding of what their subordinates go through each day. Better understanding leads to better relationship and more trust between the supervisor and the subordinate. Employees are more content with their supervisors knowing that their supervisors are fair and competent in what he/she is doing.

II.2.4. Co-workers

Job Satisfaction influenced by working relationship with fellow co-workers is based on an employee's perception on other employees (Ebert & Griffin, 2009; Evans, Pucik, & Bjorkman, 2011). Employees are more content at work when they find that they can easily work together with their co-workers. Co-workers who pull their weights and take their work seriously could increase efficiency and lessen the overall burden of a task or daily operations in general. These co-workers are perceived positively and also create a better working atmosphere or environment for the employee.

II.2.5. Work Conditions

At the work place, employees derive satisfaction from several factors. Ideal working conditions, proper facilities, adequate working hours, clear and standardized procedures are some of these factors (Ebert & Griffin, 2009; Evans, Pucik, & Bjorkman, 2011). Satisfaction, however, is not derived from these factors directly, but through an employee's perception of these factors. Perception on working hours for example, would be different from person to person. A young ambitious and enthusiastic employee may prefer working non-stop seven days a week. For that person, more hours available would create a positive perception on the nature of the organization's work. The task of ensuring that each person's perception is understood and taken into consideration would be the job of the organization's management.

II.3. PREVIOUS EMPIRICAL RESEARCH

Researches on OCB and job satisfaction have utilized differing variables and dimensions. Listed below are the most recent studies, particularly concerning the relationships between job satisfaction and OCB, including their elements.

Table 1: Previous Empirical Research

Author/Year	Dimensions/Indicators	Results
Ozturk (2010)	<u>Job Satisfaction</u> : intrinsic, and extrinsic <u>Organizational Commitment</u> : affective, normative, and continuance commitment scale <u>OCB</u> : altruism, courtesy, sportsmanship, conscientiousness, and civic virtue	Positive relationship between Job Satisfaction, Organizational Commitment, Job Satisfaction, and OCB for defense, IT, banking, and software companies in Turkey.
Narang & Dwivedi (2010)	<u>Job Satisfaction</u> : organizational support, competitive excellence, repressive management practices, fair and transparent management	Job Satisfaction Scale for knowledge workers for higher learning institutions.
Mohammad, Habib & Alias (2011)	<u>Job Satisfaction</u> : intrinsic, and extrinsic <u>OCB</u> : OCB-Organization, and OCB-Individual	Intrinsic and extrinsic factors of Job Satisfaction are essential in predicting OCB for a higher learning institution in Malaysia
Intaraprasong, Dityen, Krugkrunjit & Subhadrabandhu (2012)	<u>Job Satisfaction</u> : work, pay, promotion, supervision, and co-workers <u>OCB</u> : altruism, courtesy, sportsmanship, conscientiousness, and civic virtue	Positive correlation between OCB and Job Satisfaction for a university hospital in Thailand

Author/Year	Dimensions/Indicators	Results
Nielsen, Bachrach, Sundstrom & Halfhill (2012)	<u>Group Performance</u> : time, teamwork, problem solving, and individuality	OCB is very influential towards certain factors of group performance such as Individuality for hospitals in Los Angeles, USA.
	<u>OCB</u> : altruism, courtesy, sportsmanship, conscientiousness, and civic virtue	
Swaminathan & Jawahar (2013)	<u>Job Satisfaction</u> : job attitude	Positive relationship between OCB and Job Satisfaction for higher education institutions in Tamil, India.
	<u>OCB</u> : responsibility, problem prevention, and reduction of inner conflict	

Source: various

II.4. DIFFERENCES IN RESEARCH

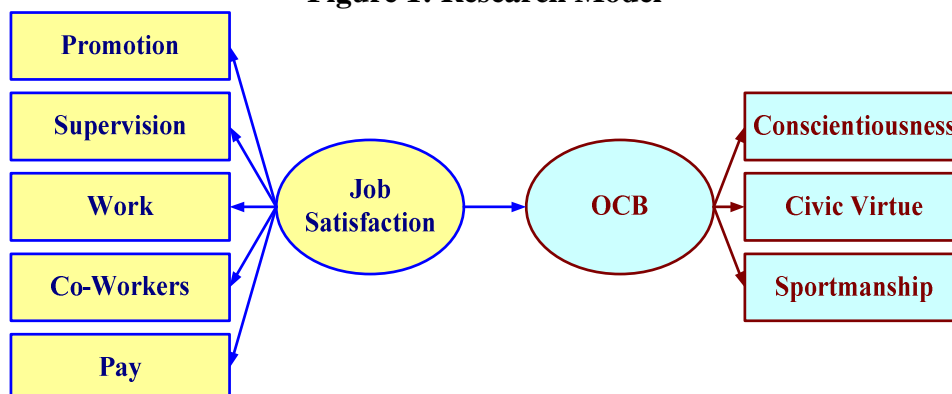
The purpose of this study is to analyze the relationship between job satisfaction and OCB in 4-star hotels. The previous research stated above, all have similar topics covering both similar variables. However, the following 2 major points of differences should be noted that would allow further research on both topics;

- The indicators of OCB are different. This opens possible variance in measurements. While the research listed above refers back to either the five OCB indicators originally pointed out by Organ (Intaraprasong, Dityen, Krugkrunjit, & Subhadrabandhu, 2012), new indicators defined by Swaminathan & Jawahar (2013), or two categories of OCB (Mohammad, Habib, & Alias, Job Satisfaction and Organizational Citizenship Behavior: An Empirical Study at Higher Learning Institutions, 2011), the indicators in this study concentrate on only OCB-O to focus on the potential effect on the organization as a whole. These indicators of OCB-O are; Civic Virtue, Sportsmanship, and Conscientiousness. (Nielsen, Bachrach, Sundstrom, & Halfhill, 2012)
- The research is attempted to be conducted in 4-star hotels in Indonesia. This is different than the research objects of the previous research.

II.5. Research Model

Based on the discussion in the background, theoretical references, and notable differences, the research model can be illustrated in the following diagram to show the relationship between job satisfaction and OCB

Figure 1: Research Model



II.6. Hypothesis

As previously mentioned, the main purpose of this study is to determine if there is a positive

significant influence exists between job satisfaction and OCB, as written in the first hypothesis;
H₁: Job Satisfaction has a positive correlation with OCB in Jakarta's 4-Star Hotels

If a positive correlation does exist between job satisfaction and OCB, then the next step is determining which dimension of the job satisfaction has the most impact on OCB, as written in the second hypothesis;

H₂: Pay is the most influential factor of Job Satisfaction

III. METHODOLOGY

III.1. TYPE OF STUDY

This study incorporates a descriptive study to provide information on certain relationships, certain variables, and certain indicators, in certain conditions (Afiff & Anantadjaya, 2013; Anantadjaya S. P., 2009; Istijanto, 2006). In particular, this research seeks to provide information on the two main variables of job satisfaction and OCB, with their own respective indicators. It is, therefore, both quantitative and qualitative/descriptive, in nature.

III.2. TYPE AND SOURCE OF DATA

Quite a bit of research has been focused on OCB. However, due to the human factor and dependent nature of the data, primary data collection would be more preferred in this study. This study relies on questionnaire and interviews for data collection. Previous acquaintances with personnel of those 4-star hotels are certainly advantageous to ease-up the point of entry, in terms of setting-up interview sessions, questionnaire distributions, including further discussions, and clarifications on both OCB and job satisfaction. Primary data is considered the most up to date data as it is usually gathered from the subjects directly by means of survey, questionnaire or interview. Due to the nature of the researched variables, up to date data is preferred.

III.3. POPULATION AND SAMPLE

III.3.1. Population

The population for this research is the employees of the 4-star hotels in Jakarta. Effective measurement of OCB depends on the presence of several of its predictors such as a supportive organizational culture, high organizational commitment and high job satisfaction. 4-star hotels are assumed to have all the predictors of OCB as their standards. The effects of OCB may seem small in small organizations, however, it becomes a big difference in large organizations. Listed below are the steps taken in selecting the 4-stars hotels.

1. Due to the unavailability of an official listing of the Jakarta's 4-star hotels, information on the research population was mainly gathered by other methods, mainly via the use of online search engines. For example, the total number of 4-star establishments in Jakarta listed by Agoda Company Pte. Ltd. (2013), is 55. However, this number includes 4-star apartments, suites and boutique establishments. For further clarifications, this list was cross-checked with the lists obtained from online booking agents and travel agents, such as; TripAdvisor, booking.com, hotels.com, and others (Agoda Company Pte. Ltd., 2013; Booking.com B.V., 2013; Hotels.com L.P., 2013; P.T. Bali Kumala Sari Ltd., 2013; TripAdvisor LLC, 2013). The new list has a total of 23 4-star hotels spread across Jakarta. Listed in the table below are the numbers of four star hotels per region of Jakarta.

Table 2: Hotel Population by Region

Area	Number of Hotels
North Jakarta	2
West Jakarta	5
South Jakarta	3

Central Jakarta	11
Total Number of Hotels	23

Sources: (Agoda Company Pte. Ltd., 2013; Booking.com B.V., 2013; Hotels.com L.P., 2013; P.T. Bali Kumala Sari Ltd., 2013; TripAdvisor LLC, 2013)

- As shown on the table above, Central Jakarta makes up almost 50% of the total 4-star hotel population. The high population density of the central region indicates high level of business activity for 4-star hotels, making it the perfect region to focus on.

Table 3: Population Selection

Criteria	Number of Hotels
Total number of 4-Star Hotel in Jakarta	23
Not in Central Jakarta	11
Hotels with < 350 rooms	8
Remaining hotels	3

Source: Table 1

- Hotels with more than 350 rooms have been set as the target population of this research as they are able to cater more guests per day. These hotels have the potential to be the hotels with most activity and development.

III.3.2. Sample Size

Since the unit of analysis in this study is individuals, particularly those individuals, who are employed and/or work for the 4-star hotels in Jakarta, Indonesia, it becomes relatively impossible to know exactly the total numbers of people in those 4-star hotels. Hence, to approximate the numbers of samples, PHStat is used.

Table 4: Sample Size Determination

Estimate of True Proportion	0.5
Sampling Error	0.1
Confidence Level	95%
Z-Value	-1.96
Calculated Sample Size	96.0365
Sample Size Needed	97

Source: PHStat

From the above table, it is obvious that this study assumes that 50% of the prospective respondents are true and correct in representing the targeted population on employees of the 4-star hotels in Jakarta. Of those, this study expects to limit only 10% in making potential sampling errors, but would target at least 95% confidence. With such terms and conditions, there are a minimum of 97 respondents required as the sample size in this study.

III.3.3. Sampling Method

Before moving on to an explanation on the sampling method, extra parameters for sampling representation are necessary (Hartopo, 2012; Indra, 2011; Anantadjaya S. P., 2011; Indra & Anantadjaya, 2011). Stratified sampling becomes the guiding principle on sampling method in this study, prior to incorporating the proportional sampling. The criteria or “strata” concern with

the various hotel departments/divisions. As the table indicates, the required sample size for this research will be 102 respondents.

Table 5: Sampling Method

Strata	Label	Proportionate Sample Size
1	Front Office	17
2	Housekeeping	17
3	F&B	17
4	Marketing & Sales	17
5	Human Resources	17
6	Other	17
Total Sample		102

III.4. RESEARCH INSTRUMENT

The instrument to collect data in this study relies on the use of a questionnaire. The questionnaire is categorized into three parts; demography, OCB, and job satisfaction. As previously noted, OCB and job satisfaction are necessary to address the initial concern of this study. The demography category is able to provide insights on respondents' characteristics within the 4-star hotels in Jakarta.

Table 6: Questionnaire Outline

Category	Source
Demographics	General Questions
OCB	20 item OCB Checklist (Öztürk, 2010)
Job Satisfaction	Job Description Index (Intaraprasong, Dityen, Krugkrunjit, & Subhadrabandhu, 2012)
	Job Satisfaction Survey (Ramirez, 2012)

Source: Öztürk, 2010; Intaraprasong et al., 2012 ; Ramirez, 2012

The questionnaire has been edited as per the indicators and variables required and used the sources listed above as a base. Questions regarding OCB and Job Satisfaction utilize the Likert scale. Listed in the table below are the different variables, indicators and the questions to measure responses on the questionnaire.

Table 7: Question Design

Variables/Definition	Indicators (Sub-Variables)	Statements	Scale
<u>Job Satisfaction</u> Job satisfaction is an emotional feeling of gratification that is experienced by an employee due to situational covering factors such as: the job itself, pay, promotion opportunities, working	Pay	Current salary, frequency on salary increase, appreciation with regard to the amount of salary, and chances on future salary increases	Likert
	Co-Workers	The feeling I have with people I am working with, work harder due to incompetence of colleagues, enjoyment of working with colleagues, and the level of fighting and bickering with colleagues	Likert

Variables/Definition	Indicators (Sub-Variables)	Statements	Scale
conditions and co-workers (Evans, Pucik, & Bjorkman, 2011; Intaraprasong, Dityen, Krugkrunit, & Subhadrabandhu, 2012; Mohammad, Habib, & Alias, 2011; Narang & Dwivedi, 2010; Swaminathan & Jawahar, 2013; Ramirez, 2012)	Promotion	Small chances on promotion, fair chances on promotion due to performance, the speed of promotion, and my satisfaction with the chances on my promotion	Likert
	Supervision	Competent supervisor, unfair supervisor, little interest toward the feeling of subordinates, and my opinion about my supervisor	Likert
	Nature of Work	My feeling about my job, the sense of pride in doing my job, and enjoyment	Likert
<u>Organizational Citizenship Behavior</u> Work-related, discretionary behaviors with positive beneficiary effect for the organization, divided into 3 dimensions: civic virtue, conscientiousness and sportsmanship (Bergeron, Shipp, Rosen, & Furst, 2011; Intaraprasong, Dityen, Krugkrunit, & Subhadrabandhu, 2012; Kim & Kamalanabhan, 2009; Mohammad, Habib, & Alias, 2011; Mohanty & Rath, 2012; Nielsen, Bachrach, Sundstrom, & Halfhill, 2012; Noor, 2009; Wang & Baum, 2008; Yaghoubi, Mashinchi, & Hadi, 2010; Özturk, 2010)	Civic Virtue	Volunteer attendance in functions, training, and direct participation in company meetings	Likert
	Conscientiousness	Take long breaks, take necessary time-off, obey rules/regulations, and work attendance	Likert
	Sportsmanship	Complaining about trivial matters, tendency of making bigger problems/issues, always find mistakes of organizations, always focus on what is wrong with the situation.	Likert

Source: various

The questionnaires for job satisfaction are mainly adapted from Wang & Baum (2008), which consists of 5 sub-sections. The statements on OCB are adapted from Ramirez (2012) which consisted of 20 sub-sections.

IV. RESULTS AND DISCUSSION

IV.1. DATA TESTING

The data analysis process follows the concepts on structural equation modeling (SEM), which will be processed using AMOS (Ghozali, 2004; Mustafa & Wijaya, 2012; Santoso, 2009; Schumacker & Lomax, 2004; Wijaya, 2009; Arbuckle, 2011). Pretesting is performed to ensure that statements in the questionnaire are all valid, reliable and can be used as instruments. Once the pre-test is completed with satisfactory results, post-test is performed to ensure that the

available data used in this study remain valid and reliable. Then, a path analysis is performed using AMOS (Ghozali, 2004; Mustafa & Wijaya, 2012; Santoso, 2009; Schumacker & Lomax, 2004; Wijaya, 2009; Arbuckle, 2011).

Table 8: Validity and Reliability

		Pre-Test		Post-Test		
Validity	Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.720		0.631	
	Sig.		0.000		0.000	
Reliability	Cronbach's Alpha (standardized)	OCB	0.731	R _{table} 0.361	0.811	R _{table} 0.361
		Job Satisfaction	0.733		0.789	

Source: SPSS, modified

The above table shows that the pre-test results show acceptable degree of validity and reliability, which propel for future analysis. Though the post-test's validity is lower in comparison to the pre-test values, the degree of validity in the data set remains acceptable (Sarwono, 2012). The degree of reliability is also acceptable since they are larger than the value of R_{table} of 0.361 (Arbuckle, 2011).

IV.2. DATA ANALYSIS

IV.2.1. Hotel Profiles

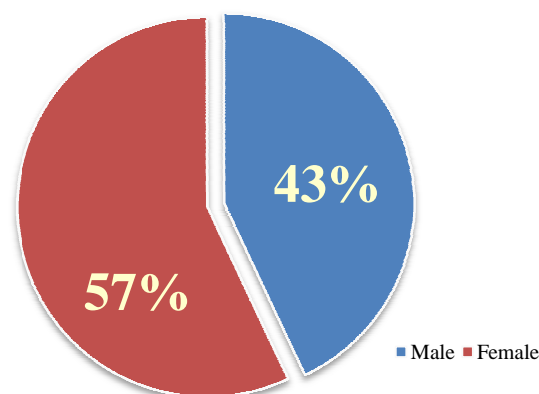
All the 4-star hotels participated in this study have requested to remain anonymous. The distributions of questionnaire in their respective premises have been conducted under the condition that no names, or any other hints about the name of the 4-star hotels may be made public using any forms of media.

IV.2.2. Respondent Profile

IV.2.2.1. Gender

As shown in the graph below, there is a difference between male and female respondents. Female respondents lead the tally with 57% and male respondents with 43%.

Figure 2: Respondents' Profile on Gender

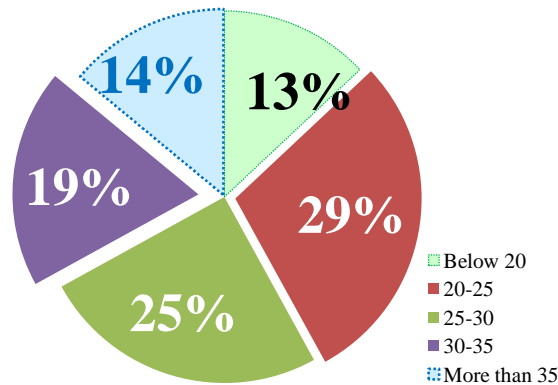


Source: Questionnaire

IV.2.2.2. Age

The distribution of respondents between various ages shows that most respondents are in the category of 20-25 years of age. The least number of respondents are below 20 years of age.

Figure 3: Respondents' Profile on Age

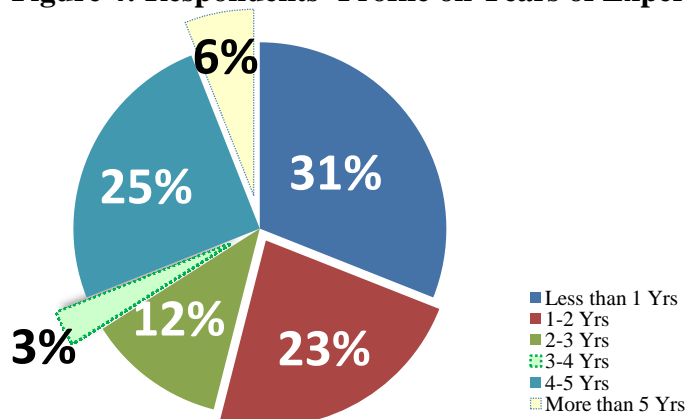


Source: Questionnaires

IV.2.2.3. Years of Experience

As shown in the following diagram, 31% of respondents have worked at the hotels for less than 1 year. Of those respondents, 25% have worked for 4-5 years.

Figure 4: Respondents' Profile on Years of Experience

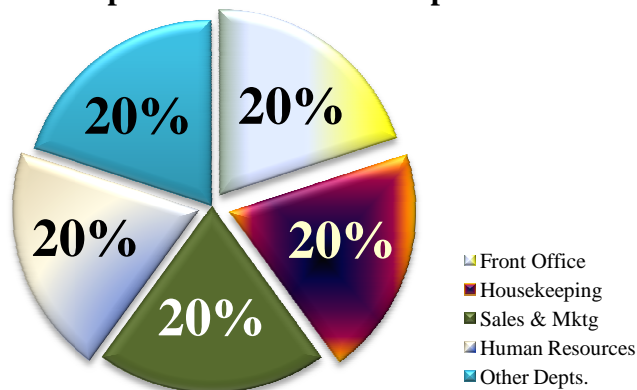


Source: Questionnaire

IV.2.2.4. Department

In the graph below, the respondents are equally distributed at 20%.

Figure 5: Respondents' Profile on Departments/Divisions



Source: Questionnaire

As previously mentioned about the sampling method, this conforms to the proportional

distributions among departments/divisions of those 4-star hotels.

IV.2.3. Descriptive Statistics

Listed in the table below are the descriptive statistics from the data set in this study.

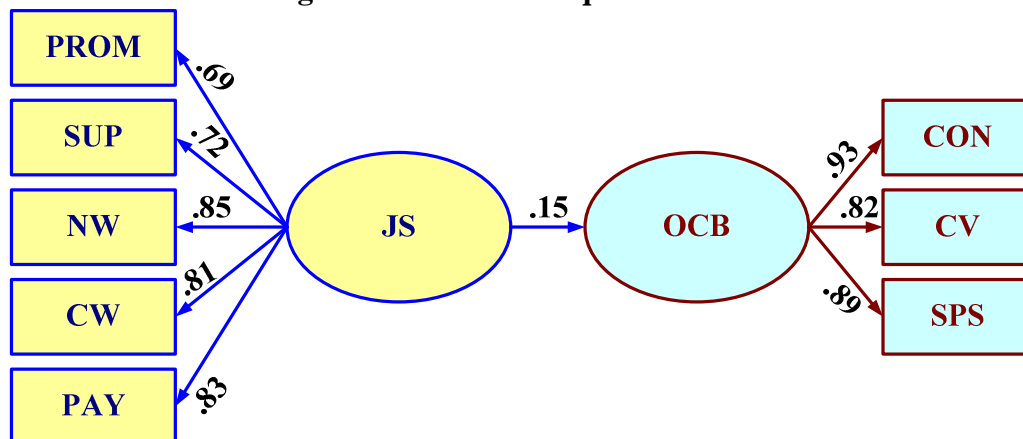
Table 9: Descriptive Statistics

	Mean	Std. Deviation	N
OCB	2.8415	.91652	100
PAY	2.9340	.73639	100
PROM	2.4270	.64587	100
SUP	3.2340	1.03360	100
COW	3.3250	1.14745	100
NW	3.0350	1.05451	100

Source: SPSS

As previously mentioned, this study relies on the use of SEM and AMOS, as the statistical program to process SEM. The results of SEM are shown in the following diagram.

Figure 6: Structural Equation Model



Source: AMOS

Listed in the following table are the criteria set to determine the level of goodness of fit.

Table 10: Goodness of Fit Criteria

Criteria	According to Schumacker & Lomax (2004); Wijaya (2009)	According to Ghozali (2004); Santoso (2009)	Model Value	Goodness of Fit
CMIN/df (normed chi-square)	CMIN/df ≤ 2 is better	CMIN/df ≤ 5 is better	1.246	Good
RMSEA (root mean square error of approximation)	RMSEA ≤ 0.08 is better	RMSEA ≤ 5 is better	0.05	Good
GFI (goodness of fit index)	GFI value closer to 1 is better	GFI value closer to 1 is better	0.945	Good
AGFI (adjusted goodness of fit index)	AGFI value closer to 1 is better	AGFI ≥ 0.09 is better	0.896	Good

Criteria	According to Schumacker & Lomax (2004); Wijaya (2009)	According to Ghozali (2004); Santoso (2009)	Model Value	Goodness of Fit
TLI (tucker-lewis index)	TLI value closer to 1 is better	$TLI \geq 0.09$ is better	0.986	Good
CFI (comparative fit index)	CFI value closer to 1 is better	CFI value closer to 1 is better	0.990	Good
NFI (normal fit index)	-	$NFI \geq 0.09$ is better	0.954	Good
PNFI (parsimonious normal fit index)	-	Higher PNFI value is better	0.647	Good
RMR (root mean squared residual)	$RMR \leq 0.05$ is better	$RMR \leq 0.05$ is better	0.041	Good
Reliability	Reliability ≥ 0.70 is better	Reliability ≥ 0.70 is better	0.720	Good

Source: various

The table above includes most of the criteria mentioned in various previous researches. The calculated values from AMOS indicated a good fit. Hence, since the data and model is considered good and fit, analysis can be carried out, as follows;

1. Job Satisfaction to OCB

There is a correlation of 0.15 between job satisfaction and OCB. This means that 15% of organizationally-focused OCB is motivated by job satisfaction based on situational factors, such as; work conditions, and pays. Though it is a positive relationship, nevertheless, it is considered weak and does not seem to conform to the expectation and results of the previous studies. Employees' exhibiting the organizationally-focused OCB should be most motivated by their own satisfaction, which is commonly derived from adequate pay, ideal working conditions, fair chances of promotion, competent supervisors, and colleagues, who are easy to work with. Since these employees are satisfied with their situational needs, those employees tend to perform extra roles, which are considerably beneficial for organizations (Mohammad, Habib, & Alias, 2011). In this study, it seems that employees of the 4-star hotels are motivated to display organizationally-focused OCB based on other factors. Though these results are relatively different from past studies, where Job Satisfaction and OCB share a strong relationship, they are quite logical and acceptable. One study noted that motivational factors vary across nations, and organizations (Kim & Kamalanabhan, 2009). Hence, each country has its own unique motivational factor, and each organization has its own distinctive organizational culture (Kim & Kamalanabhan, 2009). The extent on how different motivational factors are dependent on the culture.

2. Job Satisfaction and its indicators;

- Promotion has 69% explanatory power toward job satisfaction. Previous studies have noted that the more availability on promotion opportunities, and higher expectation on future promotion opportunities, including past experience on promotion opportunities, have shaped and contributed toward defining job satisfaction of employees at the 4-star hotel. At work, employees' satisfaction is derived from his/her perception towards the promotion schemes. The Expectation Theory explains that individuals perform well upon perception that good performance leads to good outcomes (Kim & Kamalanabhan, 2009). At work, fairness and transparency in performance appraisals would likely shape positive perception on performance.

- Supervisor has 72% explanatory power toward job satisfaction. This indicates that employees, who are satisfied with their jobs, tend to have high work compatibility and trust with their supervisors. This is supported by Intaraprasong, Dityen, Kurgkrunjit & Subhadrabandhu (2012). In their research, the conclusion indicates that employees believe that good relations with their supervisors may likely be translated into supports on their work life (Intaraprasong, Dityen, Krugkrunjit, & Subhadrabandhu, 2012). From the employees' perspectives, the presence of supervisor is crucial. Supervisor can directly influence the level of job satisfaction.
- Nature of Work has 85% explanatory power toward job satisfaction. This represents the highest explanatory power among the indicators used to approximate job satisfaction. This indicates that job satisfaction is driven by those employees, who believe that their work and tasks are matched with skills, knowledge, and competence. Alternatively, the nature of work of employees directs the level of job satisfaction. This may simply due to employees' perceptions on ideal working conditions, regardless of any obvious deficiencies in daily operations.
- Co-worker relations have 81% explanatory power toward job satisfaction. This indicates that 81% of employees' job satisfaction can be measured by their work relationships with colleagues. At the work place, most people, who are satisfied with their jobs, have good perceptions of their co-workers, and tend to work well with others. Hence, good teamwork is essential, as work tasks are tackled in group.
- Pay has 83% explanatory power toward job satisfaction. With this relationship, pays can potentially explain the level of job satisfaction as much as 83%. This means the more content employees are with their pays, the higher the levels of their job satisfaction. This indicates that 83% of employees' job satisfaction can be measured from the level of pay. Adequate pay is one of the most basic forms of work compensation and is a need that needs to be satisfied before moving on to other needs. This conforms to the Maslow's hierarchy of needs, and the classical motivational theory. According to Kim & Kamalanabhan (2009), cultures affect the way individuals perceive their motivational factors. For that reason, pay as a motivational factor of job satisfaction remains debatable. The results concur with previous studies where pay has been listed as one of the most influential factors of job satisfaction.

2. OCB to sub-variables

- Conscientiousness has 93% explanatory power toward OCB. This represents as the highest value between OCB and its indicators in this study. It indicates that at the workplace, almost all employees exhibiting OCB will be conscientious in nature. This result is quite logical and thus, expected. As Swaminathan & Jawahar (2013) concluded, conscientious people, people who have a tendency to adhere to organizational rules are usually employees with high self-discipline, efficient and hard working in nature. People with high levels of conscientiousness may even be considered perfectionists and have the drive to do more than is expected, to do something extra (Anantadjaya, Nawangwulan, Hardianto, & Finardi, 2013; Aziza, 2013; Glionna, 2011). Therefore, the high explanatory power of conscientiousness is relatively expected as an extra behavior to form the base of OCB.
- Civic Virtue has 82% explanatory power toward OCB. This indicates that 82% of employees exhibiting OCB have high regard for the organization they work for and are

willing to go for the extra miles for the benefits of companies. Non-compulsory meetings tend to be full of advocates of civic virtue and these employees tend to always have suggestions or comments on how to constantly improve the organizations (Özturk, 2010; Aziza, 2013; Glionna, 2011).

- Sportsmanship has 89% explanatory power toward OCB. The high explanatory power indicates that 89% of employees, who exhibit OCB, are those people with high levels of sportsmanship. This is the second highest influential indicator of OCB. Undoubtedly, this is also expected. Conscientious people with high levels of self-discipline and hard-working nature also have a tendency to be tolerant and persistent in the face of unexpected circumstances outside of the working norms. The level of relatively high tolerant and/or persistence, in this case, show the level of sportsmanship in organizations. These employees are easy to spot in everyday operations. They rarely complain and usually have a very reliable image in the workplace (Nielsen, Bachrach, Sundstrom, & Halfhill, 2012).

IV.3. RESEARCH QUESTIONS AND HYPOTHESIS TESTING

With the completion of the data analysis, the research can move on to the next stage. Listed below are research questions with their respective hypotheses. With the processed data, these questions can now be answered in accordance with the accepted or rejected hypotheses. The following table shows the summary.

Table 11: Hypothesis Testing

Hypothesis	Measurements	Criteria Values	Results		Conclusion
H ₁	Job Satisfaction to OCB	p-value < 0.05 indicates significant influence	0.146	insignificant	Rejected
		Regression weight value indicates influence	0.15	Weak influence	
H ₂	Pay to Job Satisfaction	Indicator with the highest influence	Pay is at 0.83	NW is highest with 0.85	Rejected

Sources: Mustafa & Wijaya, 2012

V. CONCLUSION AND RECOMMENDATION

V.1. CONCLUSION

Based on the data analysis, discussions, tables, and figures above, the following show the conclusions of this study;

1. H₁: Job Satisfaction in relation to OCB

The influence of Job Satisfaction to OCB is 15%. This is considered insignificant. For the organization, this would mean that though there is an influence from situational job satisfaction towards OCB, however, other factors are more influential. Referring to other researchers, those other influential factors may be organizational culture, or traditions, or traditional culture (Intaraprasong, Dityen, Krugkrunit, & Subhadrabandhu, 2012; Wang & Baum, 2008).

2. H₂: Pay in relation to Job Satisfaction

From the statistical analysis, it is apparent that pay does not have the highest explanatory power toward job satisfaction. Hence, the second hypothesis is rejected. Instead, the

statistical inferences show that at 85%, nature of work has the highest explanatory power towards job satisfaction. For organizations, this means that proper work procedures, work times, and work conditions are necessary in maintaining a high level of job satisfaction. However, even with 85% explanatory power, this is considered insignificant since the overall influence between job satisfaction and OCB is considered insignificant as well, as shown in the hypothesis testing in the above table, which resulted in a rejection on the first hypothesis. Since indirect influence depends of the degree of direct influence, it does not matter how influential the indicator of nature of work is to job satisfaction.

V.2. RECOMMENDATIONS

For organizations, even though it the influence of job satisfaction towards OCB is considered insignificant, it is still 15%. Not to mention other factors affecting OCB, such as; organizational culture (Mohanty & Rath, 2012), organizational commitment (Özturk, 2010), and emotional intelligence (Yaghoubi, Mashinchi, & Hadi, 2010), which are determined to have some degrees of dependency on job satisfaction. Hence, organizations need to consider the impact and/or influential level of those factors, either separately, or in combination, toward the formation or maintenance of OCB. Pay, for example, needs to be balanced, where employees perceive they are receiving enough pay, or even better, above average level of pay. This perception can be improved by enhancing nature of work, for instance, via; (1) provision of proper facilities, which are maintained for employees, (2) maintaining proper work procedures that prioritize employee safety and comfort, (3) proper scheduling to ensure minimal work stress, and (4) co-worker relations can be maintained regularly by having teambuilding activities such as an outbound event with a social function for employees after.

Influential indicators of OCB have also been identified in this research. Employees who are advocates of OCB are most probably those who are conscientious. Organizations need to recognize conscientious employees to ensure that they will continue to exhibit OCB and as a motivation for others to behave in the same way. Organizations can potentially use conscientiousness as criteria for appraising employees, either for annual appraisals, or monthly recognition, as an employee of the month. Another method is to create a new employee recognition program, which is based on OCB.

Suggestions for the next endeavors are to take into account the organizational culture and its respective dimensions. Intrinsic factors of job satisfaction could also be included. Or, in some cases, as suggested by Mohanty & Rath (2012), Özturk (2010), and Noor (2009), to include organizational commitment.

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