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RESEARCH ARTICLE

Work Loyalty and Work Discipline Increase Organizational Citizenship Behavior (OCB) at Universitas Perintis Indonesia

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Abstract: Higher education in Indonesia has experienced rapid development in recent decades, with universities that are central to the delivery of higher education playing an important role in producing quality human resources. In the face of this dynamic development, internal factors in academic organizations, such as job satisfaction, job loyalty, and lecturer work discipline, play a key role in maintaining the quality of teaching, research, and community service. Although job satisfaction, job loyalty, and work discipline have been widely studied in the context of organizations, there have not been many studies that examine the relationship between the three with Organizational Citizenship Behavior (OCB) in lecturers in universities in Indonesia. OCB covers voluntary behaviors that are not included in the formal job description, but have a positive contribution to the overall well-being of the organization. This study aims to determine the Effect of Job Satisfaction, Work Loyalty, and Work Discipline on OCB (Organizational Citizenship Behavior) on Lecturers of Universitas Perintis Indonesia. This study used a quantitative approach with survey methods to collect data from respondents. By using multiple linear regression analysis. Through a questionnaire of 108 respondents, the results turned out to be variables of Job Satisfaction, Work Loyalty, and Work Discipline together against OCB (Organizational Citizenship Behavior) of 0.660 or 66%. It can be concluded that there is a positive and significant influence of Job Satisfaction on OCB (Organizational Citizenship Behavior). The findings of this study can provide practical recommendations to improve job satisfaction, job loyalty, and work discipline, as well as motivate OCB among Universitas Perintis Indonesia lecturers.

Keywords: job satisfaction, work loyalty, work discipline, OCB (Organizational Citizenship Behavior)

1. Introduction

Public organizations in the field of higher education in the era of globalization face severe challenges in producing graduates who can compete in the global arena. One of the challenges according to (Hidayat & Martina, 2022), (Aswita, 2022), (Zhou, 2023) is to meet the needs of stakeholders. So universities as public organizations are required to perform highly in providing excellent service to all stakeholders, both students and other stakeholders.



Education personnel are one element that can affect the good and bad of public services as a measure of university performance (Faisal et al., 2021), (Faisal et al., 2021). If the education staff provides public services well, they have performed well and the performance of universities has also become good, but if the public services provided by education personnel are not good, they are underperforming and the performance of universities also looks not good. (Rahma et al., 2020).

One of the strategic attitudes in the HR division is to develop Organizational Citizenship Behavior (OCB)(Meliala et al., 2023) in the organization. Organizational Citizenship Behavior is reflected through helping others, volunteering for extra tasks, and obeying the rules and procedures in the workplace. This behavior illustrates the added value of employees which is one form of pro-social behavior, namely positive, constructive, and helpful social behavior. Organizational citizenship behavior as behavior outside the formal requirements of the job provides an advantage to the organization. According to (Widarko & Anwarodin, 2022), positing that behavior Organizational Citizenship Behavior was useful for companies to increase employee loyalty. Employees who exhibit behavior outside of duties and demands at work will make a positive contribution to the organization through behavior outside the job description, in addition to employees continuing to carry out responsibilities according to their work (Anwar, 2021).

Based on the results of interviews with lecturers about organizational citizenship behavior, it was concluded that the level of organizational citizenship behavior in lecturers of Universitas Perintis Indonesia was not high enough and indicated that there were problems in organizational citizenship behavior, the author summarized it in table 1.

Table 1. Indicators of weak behavior Organizational Citizenship Behavior (OCB) on Lecturers Universitas Perintis Indonesia

Behavioral Indicators OCB	OCB Behavior in Indonesian Pioneer University Lecturers
Altruism (selflessness)	The initiative to help colleagues who are absent from work, or because they are unable can still be said to be low. Usually, the boss must give instructions first and then the employee helps complete the work.
Conscientiousness (Caution)	The lack of motivation that employees have makes these employees not always work hard in completing their work and tasks.
Sportmanship (Sportsmanship)	Not all employees can tolerate their coworkers, and not all employees want to stay in the organization.
Courtesy (decency)	The lack of policies in solving problems and lack of commitment to the organization make this indicator still arguably not good
Civic Virtue (societal morals)	Lack of employee participation in activities outside working hours. Usually, employees will participate if the activity is interesting to them.

Source: Universitas Perintis Indonesia, 2023

Table 1 indicators of weak organizational citizenship behavior in lecturers of Universitas Perintis Indonesia, is the result of the author's interview with lecturers. From the table above, we can see some problems regarding organizational citizenship behavior. So it can be concluded that lecturers do not always prioritize the interests of others compared to personal interests, lecturers are not always ready to help their colleagues, not all lecturers are willing to participate in every organizational activity, not all lecturers can be maximally responsible for all their work, few lecturers are always ready to help the organization, lecturers do not always tolerate their colleagues, Lecturers do not have the desire to survive in the organization, not all lecturers can be creative in working, not all lecturers have high motivation to work, lecturers are not happy to work hard in completing their work, few lecturers have the initiative



in working, lecturers cannot be wise to the problems they experience, few lecturers have a commitment to the organization, and lecturers are not always careful in completing work. This means that the level of OCB (organizational citizenship behavior) is not optimal, it is ignored due to job satisfaction, work loyalty, and work discipline

Based on the above phenomenon, the authors are interested in conducting research entitled: The influence of job satisfaction, job loyalty and work discipline on organizational citizenship behavior (OCB) on the lecturers of Universitas Perintis Indonesia.

1.1. Organizational Citizenship Behavior (OCB) (Y)

Organizational citizenship behavior (OCB) (Hidayah & Harnoto, 2018), is individual behavior that is free and voluntary from formal work outside of a predetermined job but does not expect rewards. Indicators of organizational citizenship behavior (OCB) according to are as follows:

- a. Altruism atau helping behavior
- b. Courtesy
- c. Individual initiative atau conscientiousness
- d. Sportsmanship
- e. Civic virtue atau organizational participation.

1.2. Job Satisfaction (X1)

Job satisfaction (Hidayah & Harnoto, 2018), is the level of pleasant feelings obtained from the assessment of one's job or work experience. In other words, job satisfaction reflects how we feel about our job and what we think about our job. According to the journal (Permana et al., 2021) There are several indicators of job satisfaction, namely: The job itself

- a. Promotion
- b. Supervision
- c. Partners
- d. Working conditions

1.3. Work Loyalty (X2)

Loyalty is a deeply held commitment to buy or re-endorse a preferred product or service in the future, even if the influence of the situation and marketing efforts has the potential to cause customers to switch, (Saputra & Mujannah, 2023) Indicators to measure loyalty are:

- a. Recurring purchases
- b. The consumption habits of the brand
- c. Always love the brand
- d. It remains to choose the brand
- e. Have confidence that the brand is good
- f. Recommend the brand to others.

1.4. Work Discipline (X3)

Work discipline (Rivaldo & Nabella, 2023) is an attitude of respect, respect, obedience, and obedience to applicable regulations, both written and unwritten, and able to carry them out and not evade receiving sanctions if he violates the duties and authority given to him. According to the indicators of work discipline, namely:

- a. Work entry time
- b. Working time
- c. Compliance with the code of conduct

1.5. Frame of Mind

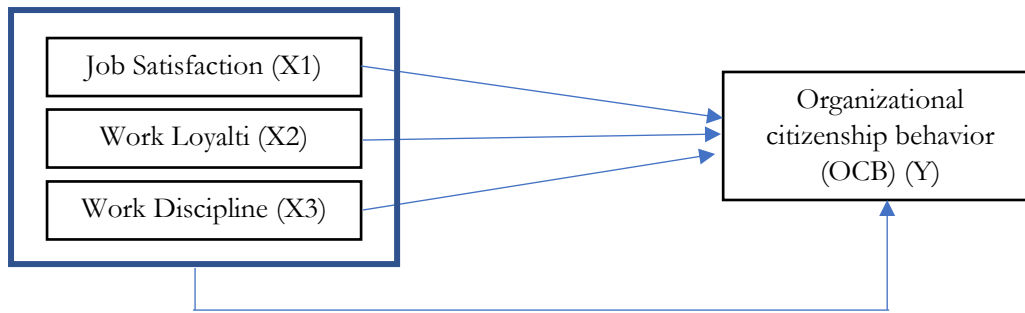


Figure 1. Frame of Mind

2. Research Method and Materials

2.1. Population and Sample

In this study, it is known that the population used in research conducted on all lecturers of Universitas Perintis Indonesia amounted to 108 people. The sample used in this study was all lecturers of Universitas Perintis Indonesia totaling 108 people.

2.2. Data Collection Instruments

The instrument is in the form of a questionnaire designed to measure job satisfaction, job loyalty, work discipline, and OCB. Use the Likert scale to measure the degree of agreeing or disagreeing.

2.3. Research Variables

The research variables are Independent Variables: consisting of Job Satisfaction, Job Loyalty, and Work Discipline, and Dependent Variables, namely Organizational Citizenship Behavior (OCB)

2.4. Test Instrument Data

The test data instruments are the Validity Test and Reliability Test.

2.5. Analysis Methods

The analysis methods used are Correlation Analysis, Multiple regression Analysis, and Classical Assumption Test.

2.6. Hypothesis Testing

The hypothesis tests are T Test and F Test.

3. Results and Discussion

From the results of data processing using SPSS 21, the following results were obtained:

3.1. Validity Test

From the test results, it can be seen that the independent variable, against the dependent variable, has an r-count greater than the critical value (r-table Product Moment, at a significant rate of 5% (0.05), and $df = 95$) which shows several 0.199, following the test criteria regarding its validity or not. An item that has been mentioned earlier, then all statement items are declared "Valid". Likewise, according to the study of (Saputra & Mujannah, 2023).

3.2. Reliability Test

Based on the reliability analysis above the Research Variables show that the value (Cronbanch's alpha) for all variables is 0.6 that all variables can be said to be reliable or reliable. From these results, this study will produce the same data even though it is used several times to measure the same object. What is obtained is different from what is learned (Sunaryo & Nasrul, 2018)

3.3. Classical Assumption Test

Used to determine whether instruments and multiple regression can be used in this study

3.3.1. Normality Test

The data were tested using the One Kolmogorov-Smirnov Test, looking at the Asymp value. A significant level sig > 0.05 then indicates normally distributed data. Then the results can be seen in Table 2.

Table 2. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		97
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.42716162
	Absolute	.077
Most Extreme Differences	Positive	.069
	Negative	-.077
Kolmogorov-Smirnov Z		.759
Asymp. Sig. (2-tailed)		.612

Based on Table 2, the normality test shows an Asymp. Sig (2-tailed) of more than 0.05, which is 0.612 for all variables. This identifies that the data is normally distributed so that it is suitable for multiple regression analysis.

3.3.2. Multicollinearity Test

This test aims to test whether the regression model found a correlation between independent variables. For a good regression model, there should be no correlation between independent variables. If the independent variables correlate with each other, then these variables are not orthogonal. To detect multicollinearity, the value inflation factor (VIF) can be seen. If the VIF value > 10, multicollinearity occurs. Conversely, if VIF < 10, multicollinearity does not occur. Then the results can be seen in Table 3.

Table 3. Multicollinearity Test Results

		Coefficients	
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Job Satisfaction (X1)	.827	1.209
	Work Loyalty (X2)	.783	1.277
	Work Discipline (X3)	.718	1.392

From Table 3, it can be seen that all tolerance values > 0.10 and the calculation results of VIF values < 10 mean that there are no symptoms of multicollinearity between independent variables. Thus it can be concluded that the regression equation used as a prediction in this study is free from classical assumptions

3.3.3. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model, there is an inequality of variance from the residual of one observation to another. This test can be done where if the sig > 0.05 then there are no symptoms of heteroscedasticity and vice versa. Then it can be seen in Figure 3.

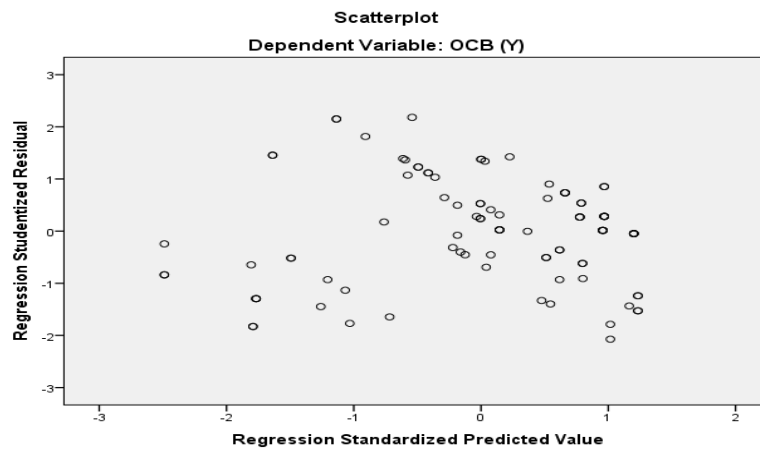


Figure 3. Scatterplot

From the Figure 3, it can be seen that there is no heteroscedasticity in the regression model because there is no clear pattern, and the points spread above and below the number 0 on the Y axis.

3.3.4. Multiple Regression Analysis

Table 4. Multiple Regression Analysis of Variables of Job Satisfaction (X1), Job Loyalty (X2), Work Discipline (X3) and OCB (Organizational Citizenship Behavior)(Y)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.900	2.468		4.011	.000
1 Job Satisfaction (X1)	.389	.052	.490	7.488	.000
Work Loyalty (X2)	.179	.047	.258	3.833	.000
Work Discipline (X3)	.200	.045	.313	4.454	.000

Based on Table 4, we can see the regression equation, namely:

$$Y = 9,900 + 0,389 X1 + 0,179 X2 + 0,200 X3 + e$$

From the regression equation mentioned above it can be concluded that:

- A constant of 9,900 means that if Job Satisfaction, Work Loyalty, and Work Discipline do not exist, then OCB (Organizational Citizenship Behavior) *remains at 9,900 percent.*
- The coefficient of 0.389 means that if Job Satisfaction is increased by one unit assuming Work Loyalty and Work Discipline are ignored, it will **result in an increase in OCB (Organizational Citizenship Behavior) by 0.389 percent.**
- The coefficient of 0.179 means that if Work Loyalty is increased by one unit assuming Job Satisfaction and Work Discipline are ignored, it will result in an increase in OCB (*Organizational Citizenship Behavior*) 0,179 persen.
- A coefficient of 0.200 means that if Work Discipline is increased by one unit assuming Job Satisfaction and Work Loyalty are ignored, it will result in an increase in OCB

(Organizational Citizenship Behavior) by 0.200 percent. This is in accordance with what is done by (Juni et al., 2023), (Saputri & Kuswanto, 2023).

3.3.5. Coefficient of Determination

Determination analysis in multiple linear regression is used to determine the percentage contribution of the influence of Independent variables consisting of Job Satisfaction (X1), Job Loyalty (X2), and Work Discipline (X3) on OCB (Organizational Citizenship Behavior) (Y). The results of the determination can be seen in Table 5.

Table 5. Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819 ^a	.671	.660	3.53785

Based on Table 5, the Adjusted R Square **figure of 0.660 shows that the contribution of the variables Job Satisfaction, Work Loyalty and Work Discipline** is 0.660 or 66% while the remaining 34% is influenced by other variables such as work motivation, leadership style and others .

4. Conclusion

Based on the research conducted by researchers through statistical analysis of the questionnaires distributed, the conclusions can be drawn:

- There is a positive and significant influence of Job Satisfaction on OCB (Organizational Citizenship Behavior).
- There is a positive and significant influence of Job Satisfaction on OCB (Organizational Citizenship Behavior).
- There is a positive and significant influence of Work Discipline on OCB (Organizational Citizenship Behavior).
- Test F there is an effect of Job Satisfaction, Work Loyalty and Work Discipline together have a positive and significant effect on OCB (Organizational Citizenship Behavior).
- The contribution or contribution of variables Job Satisfaction, Work Loyalty and Work Discipline together to OCB (Organizational Citizenship Behavior) amounted to 0.660 or 66%.

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