

The Influence of Organizational Support and Job Satisfaction on Organizational Citizenship Behavior with Organizational Commitment as an Intervening: A Study on CV Baby Cloudfoam

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ABSTRACT

This research aims to analyze the influence of organizational support and job satisfaction on organizational citizenship behavior using organizational commitment interventions. The sample for this research consisted of 40 respondents who were CV employees. Dear Cloudfoam. The data collection technique used is a survey method using a research instrument in the form of a questionnaire. The variables used in this research are organizational support, satisfaction, organizational commitment and organizational citizenship. and organizational citizenship behavior. The outcome of this research provide confirmation for the CV. Cloudfoam Baby is designed to further increase organizational support and job satisfaction for organizational citizenship behavior as well as organizational support for organizational commitment so that it can influence organizational citizenship behavior and organizational commitment.

INTRODUCTION

In facing an era of rapid and unpredictable change, human resource management becomes crucial to ensure company sustainability. Basically, effective human resource management is recognized as a key asset to ensure productive company growth and development (Zainal et al., 2015). The important role of human resources in achieving high productivity, which contributes to increased profits and employee welfare, is reinforced by the views of Kasmir (2019). The emphasis on improving welfare is expected to be able to motivate the company's human resources to reach superior attractions. One employee behavior that is considered to help achieve the company's vision is organizational citizenship behavior. Organizational citizenship behavior, as explained by Sahertian (2020) and Naway (2018), includes positive attitudes and voluntary behavior that goes beyond assigned duties and responsibilities. This concept is considered to be able to increase work productivity, efficient use of resources, coordination between work groups, and extend the stay of quality employees in the organization (Hendrawan et al., 2017).

Many factors have been found to influence organizational citizenship integrity, including organizational support, job satisfaction, and organizational commitment. Organizational support, according to Hidayati et al. (2022), includes employee perceptions of the organization's attention and support for their contribution and welfare. This support is believed to improve employee performance, reduce conflict, and retain loyal employees. joy of activity, according to Wahdiniawati et al. (2021), reflects a sense of accomplishment and success in work tasks, playing an important role in increasing productivity and controlling turnover. However, the outcome of previous research show differences of opinion regarding the extent to which happiness of activity influences organizational citizenship behavior. Organizational commitment, as a form of support for corporate goals and grade, is also known as a factor influencing organizational citizenship behavior. However, previous studies have yielded mixed outcome regarding the function of organizational commitment as a intercessor between organizational support, job satisfaction, and organizational citizenship behaviors. This study conveys that implication influence organizational citizenship behavior in CV. Baby Cloudfoam is a company focused on developing health products for mothers, babies, and toddlers. By deeply understanding the internal dynamics of companies, this study focuses on organizational commitment as intercessor, organizational support and job satisfaction, and provides better insight into how to improve organizational citizenship behaviors. is intended to provide.

LITERATURE REVIEW

Job satisfaction between one employee and another has different levels depending on their respective grade systems and views. This attitude depends on the employee's view of activity and job activity reflects the employee's feelings towards their work (Taufiqurokhman et al., 2021).

H1: Organizational support has a positive and sig effect on organizational citizenship behavior.

H2: Job satisfaction has a positive and sig effect on Organizational Citizenship Behavior.

Organizational support is an employee's perception that sees the organization's ability to support employees with provide assistance when employees experience obstacles in achieving company goals (Baliartati, 2017). Hidayati et al. (2022) explain that organizational encouragement is the employee's view that the organization fash related worker welfare, cares about the contributions made by employees, and provides full support for the things employees do.

H3: Organizational support has a positive and sig effect on organizational commitment.

H4: Job satisfaction has a positive and sig effect on organizational commitment

Organizational Citizenship Behavior or internal employee behavior is employee behavior that surpass the standards set by the partnership, in this situation servant are ripe to help the company without expecting incentives or bonuses to increase company efficiency (Hendrawan et al., 2017).

H5: Organizational commitment has a positive and sig effect on Organizational Citizenship Behavior .

H6: Organizational commitment as a mediator of organizational support on Organizational Citizenship Behavior.

H7: Organizational commitment as a mediator of job satisfaction on Organizational Citizenship Behavior

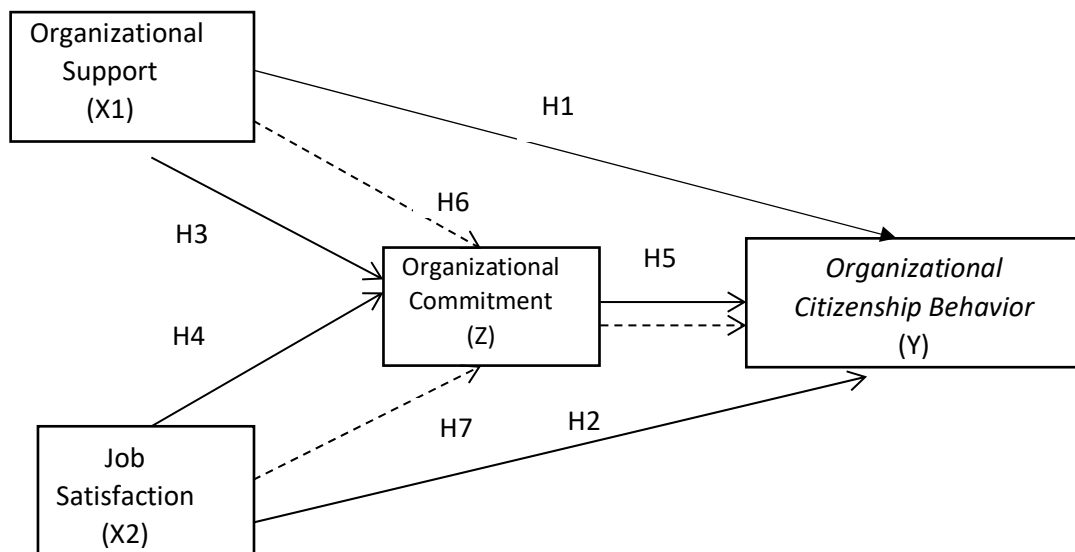


Figure 1. Conceptual Framework

METHODOLOGY

This study utilizes a quantitative approach along with quantitative and explanatory study types. The study location was carried out at CV Baby Cloudfoam Yogyakarta, with a population of 40 employees from various divisions. The study sample was taken together using a saturated sampling technique, that is, all fellow of the population were used as respondents, so the total sample was 40 respondents. The data trove method was has brought out pass a joint questionnaire using a Likert scale with five classes.

The research variables include the independent variables organizational support (X1) and job satisfaction (X2), the dependent variable organizational citizenship behavior (Y), and the intermediate variable job satisfaction (Z). The operational definition of each variable is based on concepts adopted in related studies. The variable measurement scale uses a 5-point Likert scale. Data analysis was performed using relevant quantitative methods such as technical analysis, path analysis using PLS (Partial Least Square), and hypothesis testing using t-test and Sobel test. The analysis outcome provide an overview of the relationships between the investigated variables. Additionally, path analysis can reveal the impact of independent variables on dependent variables and the role of intermediate variables. We hope that this study will help in understanding the factors that impact the organizational citizenship behavior of CV Baby Cloudfoam Yogyakarta employees.

RESEARCH RESULT

Validation Test

Validity test is come on to specify the magnitude of the contract correlation with latent variables. Indicators in the study are valid if the AVE grade is > 0.50 .

Table 1. AVE Value Results

Variable	Average Variance Extracted
Organizational Support	0.808
Job Satisfaction	0.680
Organozational Commitment	0.743
Organizational Citizenship Behavior	0.697

Source: Processed primary data, 2023

The sourced of the AVE grade in table 1 show that the convergent test meets the required criteria because the test grade for all variables are > 0.50 .

Reliability Test

Reliability testing is intended to find out which research instruments can be used to obtain reliable information. A study is said to be reliable if Cronbach's alpha > 0.60 and Composite Reliability > 0.60 . Reliable measurements include:..

Table 2. Reability Test Table

Variable	Cronbach's Alpha	Composite Reliability
Organizational Support	0.940	0.933
Job Satisfaction	0.905	0.914

Organozational Commitment	0.912	0.924
Organizational Citizenship Behavior	0.890	0.889

Source: Processed primary data, 2023

The Cronbach's Alpha and Composite Reliability test outcome in Table 2 show grade for all variables > 0.60. We therefore concluded that the variables met the minimum requirements for reliability.

R Square of endogenous variables

R Square is used to specify the impact of the relationship between exogenous variables and endogenous variables. The R Square criteria of 0.67 means firm, 0.33 means average, and 0.19 means feeble.

Table 3. R Square Test Results

Variable	R Square	R Square Adjusted
Organizational Support	0.586	0.564
Job Satisfaction	0.693	0.668

Source: Processed primary data, 2023

Table 3 indicate that the R-squared of the Organizational Citizenship Behavior variable is 0.693. The variation in organizational commitment variables explained by organizational support, job satisfaction, and organizational citizenship behavior is 69.3%, including in the high category. The R-squared of the organizational commitment variable is 0.586. The variation in organizational commitment variables explained by organizational support and job satisfaction is 58.6%, which is included in the medium category.

Estimate for Path Coefficients

Estimate for Path Coefficients is used to specify the magnitude or sig of the contact midst scheme. The outcome of Path Coefficients are as follows:

Table 4. Results of Path Coefficients

Variable	Organizational Support	Job Satisfaction	Organozational Commitment	OCB
Organizational Support			0.240	0.266
Job Satisfaction			0.561	0.151
Organozational Commitment				0.494
OCB				

Source: Processed primary data, 2023

From table 5 the F-Square test outcome are as follows:

The F-Square account of the organizational support variable on organizational commitment is 0.052 with a small effect value.

The F-Square account of the job satisfaction variable on organizational commitment is 0.283 with a medium influence value.

The F-Square account of the organizational support variable on organizational citizenship behavior is 0.082 with a small influence value.

The F-Square account of the job satisfaction variable on organizational citizenship behavior is 0.022 with a small effect value.

The F-Square account of the organizational commitment variable on organization citizenship behavior is 0.329 with a medium effect value.

Effect Size (F Square)

F Square is a procedure carried out to ensure the alteration of R Square in the endogenous construct (dependent variable). F Square test outcome, namely:

Table 5. Effect Size (F Square)

Variable	Organizational Support	Job Satisfaction	Organozational Commitment	OCB
Organizational Support			0.052	0.082
Job Satisfaction			0.283	0.022
Organozational Commitment				0.329
OCB				

Source: Processed primary data, 2023

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The F-Square account of the job satisfaction variable on organizational citizenship behavior is 0.022 with a small effect value.

The F-Square account of the organizational commitment variable on organization citizenship behavior is 0.329 with a medium effect value.

T test

The t test is come on to specify the direct effect between variables. Hypothesis testing outcome can be seen through the path coefficients account. The come on of hypothesis testing are as follows:

Based on table 6, the come on of hypothesis calibration can be explained as follows as follows:

Table 6. Path Coefficients Hypothesis Value

Variable	Original Sample (o)	Sample Mean (M)	Standard Deviation (STDEV)	TStatistic (O/STDEV)	P Value
Organizational Support > Organozational Commitment	0.240	0.240	0.217	1.106	0.134
Organizational Support > OCB	0.266	0.266	0.164	1.622	0.052
Job Satisfaction> Organozational Commitment	0.561	0.579	0.227	2.470	0.007
Job Satisfaction> OCB	0.151	0.150	0.188	0.804	0.211
Organozational Commitment > OCB	0.494	0.501	0.177	2.790	0.003

Source: Processed primary data, 2023

Testing H1: The influence of organizational support on Organizational Citizenship Behavior has a t-statistic of $1.622 < 1.96$ with a p-value of $0.052 > 0.05$. The research come on show that organizational support does not have a pertinent influence on Organizational Citizenship Behavior.

Testing H2: The t-statistic account of the effect of job satisfaction on organizational citizenship behavior is $0.804 < 1.96$, and the p-value is $0.211 > 0.05$. The findings indicate that job satisfaction does not have a sig impact on organizational citizenship behavior.

Testing H3: The influence of organizational support on organizational commitment has a t-statistic with a account of $1.106 < 1.96$ and a p-value with a account of $0.134 > 0.05$. The research come on show that organizational support does not have a sig effect on organizational commitment.

Testing H4: The t-statistic for the effect of job satisfaction on organizational commitment is $2.470 > 1.96$ and the p-value is $0.007 < 0.05$. Job satisfaction has been be discovered to have a positive and sig impact on organizational commitment.

Testing H5: The influence of organizational commitment on organizational citizenship behavior has a t-statistic of $2.790 > 1.96$ and a p-value of $0.003 > 0.05$. As a sourced, organizational commitment was be discovered to have a positive and sig impact on organizational citizenship behavior.

Sobel Test

The Sobel test is has brought out to determine the indirect effect between variables. The outcome of hypothesis testing can be seen in the specific indirect influence

Table 7. specific indirect effects

Variable	Original Sample (o)	Sample Mean (M)	Standard Deviation (STDEV)	TStatistic (O/STDEV)	P Value
Organizational Support > Organizational Commitment > OCB	0.118	0.116	0.123	0.963	0.186
Job Satisfaction > Organizational Commitment > OCB	0.277	0.292	0.173	1.607	0.054

Source: Processed primary data, 2023

Sourced table 7 the outcome of hypothesis testing can be explained as follows :

Test H6: Organizational commitment mediates the influence of organizational support on Organizational Citizenship Behavior with a t-statistic of $0.963 < 1.96$ and a p-value of $0.186 > 0.05$. The research outcome show that organizational commitment does not play a role in mediating the influence of organizational support on Organizational Citizenship Behavior.

Testing H7: Organizational commitment mediates the effect of job satisfaction on organizational citizenship behavior with t-statistic $1.607 > 1.96$, p-value $0.054 > 0.05$. Research outcome show that organizational commitment does not influence job satisfaction in organizational citizenship behavior.

DISCUSSION

Organizational support does not have a pertinent impact on organizational citizenship behavior. This explains that organizational support is not a factor that influences organizational citizenship behavior. Strong or weak organizational support for employees at CV. Baby Cloudfoam does not make employees increase Organizational Citizenship Behavior. This happens because of the attachment between employees. Employee attachment will make employees loyal to work and organization but not yet able to improve employee organizational behavior.

Job satisfaction has no pertinent effect on Organizational Citizenship Behavior. This explains that job satisfaction is not a factor that affects Organizational Citizenship Behavior. The high and low job satisfaction of CV. Baby Cloudfoam employees does not make employees increase Organizational Citizenship Behavior behavior. This is because employees do not only work by looking at the salary and facilities provided by the company but seeing the potential of the company that can grow rapidly in the future. Therefore, job satisfaction is not able to increase and decrease employee organizational behavior at CV. Baby Cloudfoam.

Organizational support does not have a positive or pertinent effect on organizational commitment. This explains that organizational support is not a

factor that influences organizational commitment. Whether employees receive high or low levels of organizational support will not affect their level of lifelong commitment to the organization. Cloud-shaped baby sticks. This is because CV. Baby Cloudfoam stands as a start-up that prioritizes family principles. Employees who are considered family understand if the company has not been able to provide what employees expect and employees remain committed to the progress of the company. With the hope that in the future the company can provide great support to employees.

Job satisfaction has a positive and pertinent effect on organizational commitment. This explains that job satisfaction is a factor that influences organizational commitment. The higher an employee's job satisfaction, the higher the commitment to the organization on their resume. Baby Cloudform Employees. On the other hand, if job satisfaction does not meet employee expectations, then the level of commitment to the organization presented in the resume will vary. We will reduce the number of Baby Cloud Form employees. To strengthen organizational commitment, companies pay attention to fairer financial compensation for employees and offer opportunities to increase their productivity.

Organizational commitment has a positive leverage on the community activities of an organization. This illustrates that organizational support is a factor that influences organizational nationality behavior. The higher the level of commitment to the organization, the higher the CV of behavior as an organizational citizen. Baby Cloud Form Staff. On the other hand, for the stage of commitment to the organization, the role of organizational citizenship behavior in the life course. Baby Cloudfoam's staff numbers are decreasing. To encourage Organization Citizenship Behavior CV. Baby Cloudfoam focuses on equalizing the company's Vision and Mission so that employees can focus on achieving company goals.

Organizational commitment does not mediate the leverage of organizational support on Organizational nationality behavior. This explains that organizational commitment does not mediate the influence of organizational support on Organizational Citizenship Behavior. On organizational nationality behavior. This means that organizational commitment does not leverage the impact of organizational support on Organizational nationality Behavior. This implies that the role of organizational commitment is not necessary for high levels of organizational citizenship behavior. Organizational commitment has no effect on job satisfaction on Organizational Citizenship Behavior. This explains that organizational commitment does not mediate the influence of job satisfaction on Organizational Citizenship Behavior. This means that organizational commitment does not influence the influence of job satisfaction on Organizational Citizenship Behavior.

CONCLUSIONS AND RECOMMENDATIONS

Organizational support has no effect on Organizational Citizenship Behavior at CV. Baby Cloudfoam. This explains that organizational support is not a factor that influences Organizational Citizenship Behavior at CV. Baby Cloudfoam.

Job satisfaction has no effect on Organizational Citizenship Behavior at CV. Baby Cloudfoam. This explains that job satisfaction is not a factor influencing Organizational Citizenship Behavior at CV. Baby Cloudfoam

Organizational support has no influence on organizational commitment at CV. Baby Cloudfoam. This explains that organizational support is not a factor influencing organizational commitment at CV. Baby Cloudfoam

Job satisfaction has a positive and pertinent effect on organizational commitment at CV. Baby Cloudfoam. This explains that job satisfaction is a factor that influences organizational commitment at CV. Baby Cloudfoam.

Organizational commitment has a positive and pertinent effect on Organizational Citizenship Behavior at CV. Baby Cloudfoam. This explains that organizational commitment is a factor that influences Organizational Citizenship Behavior.

Organizational commitment is not able to mediate between organizational support and Organizational Citizenship Behavior at CV. Baby Cloudfoam

Organizational commitment is not able to mediate between job satisfaction and Organizational Citizenship Behavior at CV. Baby Cloudfoam

ADVANCED RESEARCH

In this research process, there are limitations that can affect the outcome of the study, namely:

The number of respondents in this study is really restricted, so it is necessary to test a larger sample for further research. The F-squared outcome show that organizational support for organizational commitment, organizational support for organizational citizenship behavior, and job satisfaction on organizational citizenship behavior has a small contribution. Thus, further research needs to involve other variables that can influence organization citizenship behavior.

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