

QUANTITATIVE ANALYSIS OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT BPRS HARUM HIKMAHNUGRAHA GARUT

Ade Iskandar Nasution[✉], Rani Maryani, Nur'aeni, Nyimas Ai Gantini

Department of Sharia Business Management, Ma'soem University, Indonesia
[✉]Adeisnast15@gmail.com

Abstract: Recent observations indicate a decline in the number of employees at BPRS Harum Hikmahnugraha Garut, which raises concerns about employee behavior and organizational effectiveness. This condition highlights the importance of understanding factors that encourage employees to perform beyond their formal job responsibilities, particularly organizational citizenship behavior (OCB). This study aims to examine the influence of job satisfaction and organizational commitment, both partially and simultaneously, on organizational citizenship behavior at BPRS Harum Hikmahnugraha Garut. The research employed a quantitative associative approach using primary data collected through questionnaires, observations, and interviews. The population consisted of 41 employees, with a sample of 38 respondents selected using the Slovin formula. Data were analyzed using validity and reliability tests, multiple regression analysis, t-tests, and F-tests. The findings reveal that job satisfaction has a significant negative effect on organizational citizenship behavior, while organizational commitment has a significant positive effect. Simultaneously, job satisfaction and organizational commitment significantly influence organizational citizenship behavior, explaining 73.2% of its variance. These results suggest that organizational commitment plays a dominant role in encouraging employees to exhibit extra-role behavior, whereas excessive job satisfaction may reduce motivation to perform beyond assigned duties. Therefore, organizations are encouraged to strengthen employee commitment and carefully manage job satisfaction to foster positive organizational citizenship behavior and improve overall organizational performance.

Keywords: Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior, Organizational Performance

1. INTRODUCTION

In the era of globalization, the development of science and technology has intensified competition within the banking industry, including Islamic banking institutions in Indonesia [1]-[2]. To remain competitive and sustainable, banks are required to continuously improve organizational performance, which largely depends on the quality of their human resources (HR). High-quality HR is not only expected to perform core job duties effectively but also to contribute proactively to organizational goals and service excellence [3].

Islamic banking faces unique challenges due to increasing competition, regulatory demands, and the need to maintain public trust while adhering to Sharia principles [4]. In this context, human resources play a strategic role in ensuring service quality, customer satisfaction, and organizational growth. Employees who demonstrate flexibility, cooperation, and voluntary contributions beyond formal job requirements are essential for enhancing organizational effectiveness in Islamic banking institutions [5].

One important factor influencing employee behavior is job satisfaction [6]. Job satisfaction reflects an individual's positive emotional response toward their job, arising from the evaluation of work conditions, compensation, supervision, and work environment [7]. Employees who experience job satisfaction tend to show higher motivation and performance, which can support organizational stability and productivity.

However, job satisfaction alone may not always encourage employees to engage in extra-role behaviors [8]. Another critical factor is organizational commitment, which refers to an employee's emotional attachment, loyalty, and willingness to remain with an organization [9]. Organizational commitment strengthens employees' sense of belonging and responsibility toward organizational goals. Employees with high organizational commitment are more likely to prioritize organizational interests and demonstrate consistent effort, even in challenging situations [10].

Job satisfaction and organizational commitment are closely related to organizational citizenship behavior (OCB), which refers to voluntary employee behaviors that go beyond formal job descriptions and are not directly rewarded by the organization [11]-[12]. OCB includes helping colleagues, showing initiative, maintaining a positive work attitude, and supporting organizational functions. Such behaviors are essential in service-oriented sectors like banking, where teamwork and service quality significantly influence organizational performance [13]-[14].

At BPRS Harum Hikmahnugraha Garut, challenges related to employee retention and performance have highlighted the need to better understand employee behavior within the organization. Understanding how job satisfaction and organizational commitment influence organizational citizenship behavior is crucial for developing effective HR strategies. Therefore, this study aims to analyze the partial and simultaneous effects of job satisfaction and organizational commitment on organizational citizenship behavior at BPRS Harum Hikmahnugraha Garut, with the expectation that the findings can contribute to improved HR management practices in Islamic banking institutions.

2. METHODOLOGY

Table 1 presents the trends in the number of employees and customers at BPRS Harum Hikmahnugraha Garut from 2019 to 2023. The data indicate a gradual decline in the number of employees, decreasing from 44 employees in 2019 to 41 employees in 2023, with a consistent downward trend beginning in 2021. At the same time, the number of customers increased slightly in 2020 but subsequently declined in the following years, with the most substantial decrease occurring in 2023. This situation reflects an imbalance between workforce capacity and service demands, which may negatively affect organizational performance and service quality [15].

Table 1: Development of the number of employees and customers at BPRS Harum Hikmahnugraha

| Year | Number of Employees | Percentages | Number of Customers | Percentages |
|------|---------------------|-------------|---------------------|-------------|
| 2019 | 44 | - | 19.192 | - |
| 2020 | 44 | 0% | 19.560 | 1.92% |
| 2021 | 43 | -2.3% | 19.397 | -0.83% |
| 2022 | 42 | -2.3% | 19.355 | -0.22% |
| 2023 | 41 | -2.4% | 16.926 | -12.55% |

This study employed a quantitative research approach with an associative design to examine the relationships between job satisfaction, organizational commitment, and organizational citizenship behavior. The research was conducted at BPRS Harum Hikmahnugraha Garut, with employees serving as the unit of analysis. Primary data were collected directly from respondents to ensure accuracy and relevance to the research objectives. The sample size was determined in Eq. (1).

$$n = \frac{N}{1 + N(e)^2} \quad (1)$$

Information:

n = Number of Samples

N = Total Population
 e = Sampling error rate

Using the Slovin formula, a sample size was determined from a population of 41 employees with a 5% margin of error.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{41}{1 + 41(0,05)^2}$$

$$n = \frac{41}{1 + 0.10}$$

$$n = \frac{41}{1,10}$$

$$n = 37,3 \approx 38$$

The population of this study consisted of all 41 employees of BPRS Harum Hikmah Nugraha Garut. Using the Slovin formula with a 5% margin of error, a sample of 38 employees was obtained. The sampling technique applied was non-probability sampling. Data collection methods included questionnaires as the main instrument, supported by observations and interviews to strengthen contextual understanding of employee behavior within the organization.

The questionnaire items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The job satisfaction instrument consisted of 10 items adapted from established job satisfaction concepts, organizational commitment was measured using 6 items based on widely used organizational commitment constructs, and organizational citizenship behavior was measured using 10 items derived from OCB dimensions commonly discussed in organizational behavior literature. Prior to hypothesis testing, the data were analyzed using validity, reliability, and normality tests. Hypothesis testing was conducted using multiple regression analysis, t-tests, F-tests, and coefficient of determination analysis to examine both partial and simultaneous effects among the variables.

3. RESULTS AND DISCUSSION

The influence of job satisfaction on organizational citizenship behavior at BPRS Harum Hikmah Nugraha Garut. The test results of the job satisfaction variable consisting of 10 items are valid and the organizational citizenship behavior variable consisting of 10 items is valid. The results of the reliability test of the job satisfaction variable are 0.751 (high reliability). While the organizational citizenship behavior variable is 0.724 (high reliability). The results of the normality test for both variables produce a normal distribution. The results of the coefficient of determination analysis are given in Table 2.

Table 2: Analysis of the Determination Coefficient of X_1 against Y

| Model Summary | | | | |
|---------------|-------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .334a | .112 | .087 | 76907 |

Based on Table 2, the determination value (R^2) is 0.112, or 11.2%. This indicates that job satisfaction influences organizational citizenship behavior by 11.2%, with the remaining 88.8% influenced by other factors not examined. The results of the t-test are as in Table 3.

Table 3: Results of the t-test of X_1 against Y

| Coefficients ^a | | | | | | |
|---------------------------|------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 46.512 | 1.962 | | 23.707 | .000 |
| | Job Satisfaction | -.098 | .046 | -.334 | -2.130 | .040 |

Table 3 shows that the t-count value has a negative value (-) so that the t-table also adjusts to be negative (-) or hypothesis testing is carried out on the left side, with a value of $-t\text{-count} < -t\text{-table}$ which is $-2.130 < -2.028$ with a significance value of $0.040 < 0.05$ meaning that H_0 is rejected and H_1 is accepted, meaning that job satisfaction has a significant negative effect on organizational citizenship behavior. Based on the results of the analysis, this negative influence can be indicated by the high level of employee comfort in their work. This excessive comfort may make employees less motivated to take extra actions outside of their main responsibilities.

The Influence of Organizational Commitment on Organizational Citizenship Behavior at BPRS Harum Hikmahnugraha Garut. The results of the organizational commitment variable test, which consists of 6 items, are valid. The results of the organizational commitment variable reliability test are 0.663 (high reliability). The results of the normality test produce a normal distribution. The results of the coefficient of determination analysis are shown in Table 4.

Table 4: Analysis of the Determination Coefficient of X_2 against Y

| Model Summary | | | | |
|---------------|-------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .777a | .603 | .592 | .51393 |

Table 4 shows that the determination value (R^2) is 0.603 or 60.3%. This means that organizational commitment influences organizational citizenship behavior by 60.3%, with the remaining 39.7% influenced by other factors not examined. The results of the t-test are shown in Table 5.

Table 5: T-test of X_2 against Y

| Coefficients ^a | | | | | | |
|---------------------------|---------------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 33.146 | 1.245 | | 26.617 | .000 |
| | Organizational Commitment | .360 | .049 | .777 | 7.401 | .000 |

Based on Table 5, it is known that the calculated t value is $7.401 > 2.028$ with a significance value of $0.000 < 0.05$, so H_0 is rejected and H_1 is accepted, meaning that organizational commitment has a significant effect on organizational citizenship behavior at BPRS Harum Hikmahnugraha Garut. The results of the multiple correlation analysis are shown in Table 6.

Table 6: Multiple Correlation Analysis

| Model Summary | | | | | | | | | |
|---------------|------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .856 | .732 | .717 | .42837 | .732 | 47.827 | 2 | 35 | .000 |

In Table 6, the R value is 0.856, meaning that there is a very strong relationship between job satisfaction and organizational commitment simultaneously towards organizational citizenship behavior at BPRS Harum Hikmahnugraha Garut. The results of the multiple regression analysis are shown in Table 7:

Table 7: Multiple Regression Analysis

| Coefficients ^a | | | | | | |
|---------------------------|---------------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 37.489 | 1.483 | | 25.282 | .000 |
| | Job satisfaction | -.105 | .026 | -.359 | -4.101 | .000 |
| | Organizational commitment | .365 | .041 | .788 | 9.002 | .000 |

Based on Table 7, the multiple regression equation model is obtained as follows:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 37,489 - 0,105X_1 + 0,365X_2$$

The interpretation of the equation above is: a = Constant Value, this means that if all independent variables have a value of zero (0), then the value of the dependent variable (organizational citizenship behavior) is 37.489. Variabel X_1 against Y , with a job satisfaction coefficient value for variable X_1 of -0.105, meaning that every one unit increase in job satisfaction will reduce organizational citizenship behavior by 0.105, if every other independent variable in the regression model remains constant.

Variabel X_2 against Y , with the coefficient value of organizational commitment for variable X_2 of 0.365, meaning that every increase in organizational commitment of one unit will increase organizational citizenship behavior by 0.365 if every other independent variable in the regression model remains constant. Analysis of the coefficient of determination to determine how much the variables of job satisfaction (X_1) and organizational commitment (X_2) affect organizational citizenship behavior (Y) is shown in Table 8:

Table 8: Analysis of Determination Coefficient

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--|------|----------|-------------------|----------------------------|
| 1 | .865 | .732 | .717 | .42837 |
| a. Predistors: (Constant), Job Satisfaction, Organizational Commitment | | | | |
| b. Dependent Variable: OCB | | | | |

Based on Table 8, the determination value (R^2) is 0.732, or 73.2%. This indicates that job satisfaction and organizational commitment simultaneously influence organizational citizenship behavior at BPRS Harum Hikmahnugraha Garut by 73.2%, with the remaining 26.8% influenced by other factors not examined. The F-test results are shown in Table 9.

Tabel 9: F test

| ANOVA ^b | | | | | | |
|--|------------|---------------|----|-------------|--------|------|
| | Model | Sum of Square | Df | Mean Square | F | Sig. |
| 1 | Regression | 17.553 | 2 | 8.776 | 47.827 | .000 |
| | Residual | 6.423 | 35 | .184 | | |
| | Total | 23.975 | 37 | | | |
| a. Predictors: (Constant), Job Satisfaction, Organizational Commitment | | | | | | |
| b. Dependent Variable: OCB | | | | | | |

Based on Table 9, it shows that the F count value is $47.827 > F$ table of 3.26 with a significance of $0.000 < 0.05$, so H_0 is rejected and H_1 is accepted. Therefore, it can be concluded that job satisfaction and commitment organization simultaneously has a significant influence on organizational citizenship behavior at BPRS Harum Hikmahnugraha Garut.

4. CONCLUSION

The results of this study show that job satisfaction has a significant negative effect on organizational citizenship behavior (OCB) at BPRS Harum Hikmahnugraha Garut, with a determination coefficient of 11.2%. This finding indicates that when employees experience excessive comfort and satisfaction in their jobs, they may become less motivated to engage in voluntary extra-role behaviors beyond their formal responsibilities. In other words, high job satisfaction does not necessarily guarantee proactive contributions; instead, it may reduce employees' willingness to exert additional effort.

Conversely, organizational commitment demonstrates a significant positive effect on OCB with a determination coefficient of 60.3%. Employees who feel emotionally attached, loyal, and responsible toward the organization are more likely to display cooperative behavior, willingness to help colleagues, and proactive contributions that support organizational effectiveness. This suggests that strengthening employees' emotional bonds and trust in the organization can foster a supportive work environment and enhance positive behavioral outcomes.

Furthermore, job satisfaction and organizational commitment simultaneously have a significant combined influence on OCB, contributing 73.2% to its variance. This implies that when employees not only feel satisfied but are also deeply committed to the organization, they tend to demonstrate stronger voluntary contributions that benefit organizational performance. Based on these findings, the organization is encouraged to manage job satisfaction wisely while prioritizing strategies that enhance organizational commitment, such as recognition, appreciation, and developmental programs, in order to strengthen OCB among employees.

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