

# Recognizing the Role of Job Satisfaction in Predicting the Relationship Between Political Organization, Organizational Climate, and Organizational Culture on Organizational Citizenship Behaviour on Liquor Distributor Companies in Indonesia

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## Abstract

This study aims to examine and analyze the influence of Political Organization, Organizational Climate, and Organizational Culture on Organizational Citizenship Behavior (OCB) with Job Satisfaction as an intervening variable at Liquor Distributor. The object of this research is the employees of Liquor Distributor as many as 45 respondents. The approach used in this research is the Component or Variance Based Structural Equation Model with Smart-PLS analysis tools. The results Showed that the Political Organization had no significant effect on Job Satisfaction on the employees of Liquor Distributor. Organizational Climate has a significant positive effect on Job Satisfaction on Liquor Distributor. Organizational Culture has a significant positive effect on Job Satisfaction on Liquor Distributor. Political Organizational positive significant effect on Organizational Citizenship Behavior (OCB) on employees of Liquor Distributor Organizational Climate has a significant positive effect on Organizational Citizenship Behavior (OCB) for employees of Liquor Distributor. Significantly positive effect Organizational Culture on Organizational Citizenship Behavior (OCB) on employees of Liquor Distributor. Job Satisfaction has a significant positive effect on Organizational Citizenship Behavior (OCB) for employees of Liquor Distributor.

**Keywords:** Political Organization, Organizational Climate, Organizational Culture, Organizational Citizenship Behavior. Job satisfaction

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## I. INTRODUCTION

The business world is experiencing rapid growth resulted in the need for a Human Resources (HR) qualified and competent continues to increase in order to achieve organizational goals that have been set. Human resources need to be managed and nurtured properly so that they can carry out their work as possible so that employees contribute optimally to do a good job. The company's role in the realization of what the expectations and demands of employees in the work, then the work will feel satisfying for employees (Soelton, 2018), (Ramli et al, 2019) and (Jumadi et al, 2018), (Saranya, 2014).

Morehead and Griffin (2013) stated OCB refers to the behavior of individuals who make a positive contribution to the organization. Novliadi (2017) states the expected behavior by an organization is not only in-role behavior (point a and point b), but also the role of extra behaviour (point c). Extra role behavior is called Organizational Citizenship Behavior (OCB). OCB very useful for companies with voluntary attitude that employees will affect the effectiveness of the organization. Leaders within the organization should set an example and consider the factors that may affect the OCB. Factors that influence to cause OCB attitude includes factors from within and outside of the individual. Attitude voluntary and optional behavior is not part of the formal task of a person, but nevertheless what the person and lead to improvements in the effectiveness of the task and role of the organization (Applebaum et al., 2004). Employees who do not have high job satisfaction tend to be involved with Organizational Citizenship Behavior within the company. Low OCB employees will affect the progress of the organization, where employees were not contributed to the company and work carelessly Nurhayati et al, (2017), Kusumajati, (2014).

According to Fox et al. (2011) OCB considered a performance that supports social and psychological environment in which the task performance occurs. Soelton and Rakasidhi (2018) states this behavior illustrates the added value of employees, which is one form of behavior that proposial positive social behavior, constructive and meaningful. Based on interviews conducted with some of the employees and human resource department of Liquor Distributor has not seen the behavior of employees who work in excess of the required tasks. Employees are still concerned with each other's work and did not show a sense of care for the work of colleagues in the company. Most employees are not satisfied with the results obtained, as well as working conditions which are not in harmony among colleagues to help each other and work colleagues tend to work individually. OCB behavior is not listed directly on employee job description, but is expected because this behavior is a positive influence on the sustainability of the organization (Podsakoff et al, 2000). Absenteeism that occurs triggered by job dissatisfaction felt by employees, so job satisfaction is described as an attitude resulting from the balance and the number of likes and dislikes experienced in connection with the work (Bullock, 2003).

Low job satisfaction affects the employee for not participating in the organization of cultural activities of companies that run every year. Job satisfaction is well aligned with the organization's culture. Job satisfaction is considered as an unpleasant emotional state and in which employees view their jobs (Widoto, 2006). If the employee perceptions of organizational culture of both the employee will be satisfied with his work. Organizational culture consists of values and norms that are shared by employees on how they should look, think, feel and behave in connection with organizational issues (Hartnel et al ,. 2016).

Political behavior at Liquor Distributor is unavoidable given the level of competition within the organization is often found. Employee actions lead to personal interests without regard to the interests of other employees and the most important thing is to get more attention in front of the leadership of the organization, so it is very rare to find an initiative to help voluntarily in the organization. Organizational politics makes it possible to produce positive and negative work (Fairuzabadi, et al., 2016).

Behavior of employees who are not cooperative in the organization will make it difficult for the organization to achieve company goals. The organization will not succeed if the employee only does his main tasks but is also willing to do extra work. So that the work atmosphere is not formed properly, it will reduce unity within the organization to cause mutual assistance between employees. Organizational climate as a psychological tool for focusing on individuals and trying to understand cognitive and behavioral development (Davidson, 2003).

## II. MATERIALS AND METHODS

### Human Resources Management

According Rival & Sagala (2011) Human Resource Management (HRM) is one of the areas of general management that includes aspects of planning, organizing, implementation and control. According Larasati (2018) Human Resources (HR) is a central factor in an organization, regardless of the form and purpose, the organization is based on a wide range of vision, mission, and goals for the benefit of man, so man is a strategic factor in all activities of the institution / organization. According Sutrisno (2017) Management of human resources are the only resources of the sense of feeling, keingininan, skills, knowledge, encouragement, power and work (ratio, taste, and intention).

### Organizational Citizenship Behavior

Organ (1997) defines Organizational Citizenship Behavior (OCB) as a behavior that is the choice and individual initiative, not related to the formal reward system of the organization remains in the aggregate to improve the effectiveness of the organization. Meanwhile Dyne, et al (1995), which proposes the construction of Citisenship Organizational Behavior (OCB), which is favorable behavior or funding organizations tend to benefit the organization, voluntarily and exceeds what the demands of the role. According to Titisari (2014) Dimensions of Organizational Citizenship Behavior (OCB), that is :

- **Altruism** – Replacing co-workers who don't go in or resting, helping others overload, helping others outside the department when they have problems.

- **Conscientiousness** – Arrive early, so be ready to work when the schedule starts, Be on time every day, Don't spend time talking outside of work.
- **Sportmanship** – Not finding fault in the organization, Not complaining about everything, Not exaggerating problems beyond proportion.
- **Courtesy** – Involvement in organizational functions, Give attention to functions that help the image, Respect the privacy and rights of co-workers.
- **Civic Virtue** – Follow the changes, Participate in various activities organized by the organization, Provide innovative advice to improve the quality of the organization.

### **Job Satisfaction**

Sutrisno (2011) suggested the job satisfaction is an emotional state that is pleasant or unpleasant for the employee view their job. Meanwhile, according Suhendi&Anggara (2010) job satisfaction is an attitude (positive) labor to the job, which comes under the assessment of the employment situation. Furthermore Badriyah (2015) argued that the definition of job satisfaction according to Badriyah Mila is the attitude or feelings of employees on aspects of a pleasant or unpleasant about work in accordance with the assessment of each worker. According to Luthans (2011) the factors used to measure job satisfaction are :

- **Job itself** – The extent to which individuals learn, take responsibility for the work received, elements of satisfaction in work.
- **Salary / Wages** – The amount of financial remuneration received, to the extent seen as equivalent to the others, the suitability of wages received.
- **Promotion Opportunities** – Opportunities are accepted for organizational progress, promotion, promotion as employee motivation to progress.
- **Supervision** – Ability possessed by supervisors to assist employees, Ability possessed by supervisors to support employees, Supervision of work.
- **Co-workers** –Co-worker skills, Supporting individuals socially, harmonious relationships.

### **Political Organization**

Sunyoto and Burhanuddin (2011) Political organization can be defined as an increase in personal interest deliberate. Political organizations involve measures to influence that is done intentionally to improve or protect the personal interests of individuals or groups. Individuals who join an organization faced with a choice, namely the pursuit of personal interests or to achieve organizational goals. Meanwhile, according to Robbins and Judge (2011) political behavior is defined as activities that are not considered part of the formal role of a person in the organization. According to Chen & Fang (2008) stated organizational politics has three dimensions, that is :

- **Organizational practices and policies** – Done by developing themselves in the organization by bringing down other people, determining certain positions or positions determined by political interests, more saying what you want to hear is not the truth.
- **Colleagues behavior** – Done by offering help because there is a hidden purpose, Showing goodness only to show a positive image, Saving / distorting information requested by other colleagues.
- **Go along to get ahead** – By way of freedom of speech even though it is contrary to standard rules, a good idea is allowed even if it is contrary to the majority's idea. Organizational politics is used as a tool to achieve something that is desired.

### **Organizational Climate**

Wirawan (2007) Organizational climate is the perception of organizational members (individual and group) and those who are staying in touch with the organization (eg, suppliers, customers, consultants, and contractors) as to what is or happens in the internal environment of the organization routinely affecting attitude organizational behavior and performance of members of the organization which then determines the performance of the organization. Tagiuri and Litwin (1968) defines climate as the organization's internal environment quality organization that is relatively continuing experienced by members of the organization and can be described in terms of a set of characteristics on the nature of the organization. According to Wirawan (2007) outlining a number of examples of organizational climate dimensions, that is :

- **State of the physical environment** – Workplace, Furniture, Production Equipment and so on.
- **Social environment** – Relationship between superiors and subordinates, Relationships between coworkers, Cooperation in carrying out tasks
- **Implementation of management systems** – Organizational structure, Work standards, Work procedures
- **Physical and psychological condition of organization members** – Agility, Health, Togetherness
- **Organizational culture** – Implementation of norms, Implementation of code of ethics, Organizational history

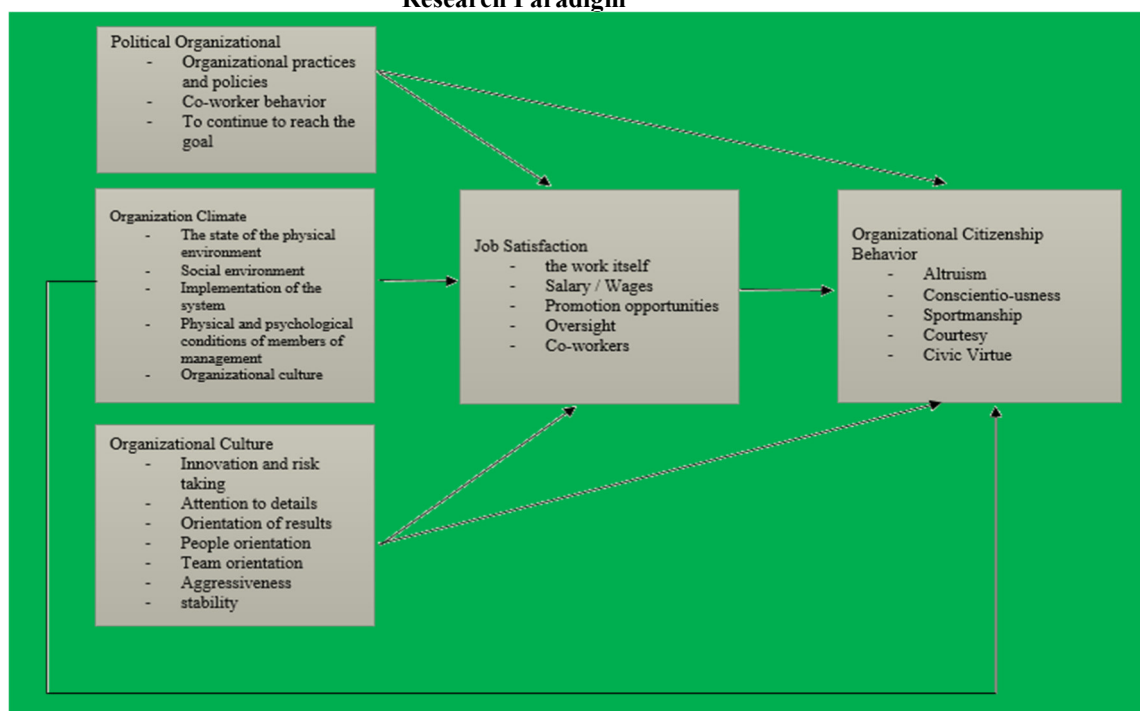
### **Organizational Culture**

Schein (2010) states the organization's culture is the basic pattern received by the organization to act and solve problems, form the staff who are able to adapt to the environment and to unite the members of the organization. Organizational culture by Wirawan (2007) are the norms, values, assumptions, beliefs, philosophy, customs

organizations, and so on, the founders, leaders and members of the organization are socialized and taught to new members as well as applied in the organization's activities that affect the mindset, attitude and the behavior of members of the organization in serving customers, and achieve organizational objectives. According to Robbins and Judge (2017) there are seven primary characteristics that collectively capture the nature of organizational culture, that is :

- **Innovation and risk taking** – Having an innovative attitude, Daring to take risks must exist within the organization, Encouraged to be innovative.
- **Attention to details** – In the organization must pay attention to all provisions and analysis, Pay more attention to things around, Carry out the task carefully and precisely
- **Results orientation** – Focus on the final result, Develop the potential for the final result, Effectiveness of the final result.
- **People orientation** – The extent to which management decisions take into account the effect of results on people in the organization, Carry out tasks according to procedures, Take advantage of opportunities that exist.
- **Team orientation** – The ability of teamwork, does not work individually, helps or helps between employees.
- **Aggressiveness** – Individuals in the organization have a competitive attitude, work to be aggressive towards work, consistent with work.
- **Stability** – Working in accordance with the current state of the organization, Maintaining the status quo to develop and progress, the environmental conditions of the organization.

**Figure 1**  
**Research Paradigm**



## Research Methods

### Measurement scale

In this study, the method of measurement using a likert scale used to measure attitudes, opinions and perceptions person or a group of social phenomenon Sugiyono (2017).

### Population and Sample Research

According Sugiyono (2017), the sample is part of the number and characteristics possessed by this population. Methods of sampling using non-probability sampling that the sampling technique does not provide the opportunity or equal opportunity for each element or member of the population to be selected into the sample (Sugiyono, 2017). Determination of the samples used in this study using a type of saturated sample method. According Sugiyono (2017), the sample is saturated sampling technique when all members of the population used as a sample, it is often done when a relatively small number of the population. Another term saturated sample census, where all members of the population sampled. Samples far too often defined maximum sample already, plus whatever will not change the representation. Thus this study used a sample of 45 respondents with the status of employees of Liquor Distributor as the total population of employees with 45 employees, by providing questionnaires to

employees or employees of Liquor Distributor.

**Data types**

The data used in this study are primary data. The primary source of data is the data obtained, it was observed, and recorded immediately by researchers directly from the company that became the object of research. Primary data in this study is a questionnaire data from Liquor Distributor.

**III. RESULTS AND DISCUSSIONS**

**Table 1: Validity Test Results**

Variabel	Indikator	Outer Loading	Keterangan
Political Organization	PO1	0.765	Valid
	PO2	0.690	Valid
	PO4	0.774	Valid
	PO5	0.538	Valid
	PO6	0.768	Valid
	PO7	0.635	Valid
	PO9	0.789	Valid
Organizational Climate	OC4	0.742	Valid
	OC5	0.555	Valid
	OC6	0.609	Valid
	OC7	0.624	Valid
	OC8	0.724	Valid
	OC9	0.757	Valid
	OC10	0.767	Valid
	OC11	0.565	Valid
	OC12	0.786	Valid
	OC13	0.663	Valid
OC14	0.549	Valid	
Organizational Culture	O1	0.801	Valid
	O2	0.562	Valid
	O3	0.732	Valid
	O4	0.590	Valid
	O5	0.789	Valid
	O7	0.755	Valid
	O8	0.619	Valid
	O9	0.792	Valid
	O12	0.793	Valid
	O13	0.618	Valid
	O14	0.680	Valid
	O17	0.539	Valid
	O19	0.637	Valid
	O20	0.602	Valid
O21	0.801	Valid	

Variabel	Indikator	Outer Loading	Keterangan
Job Satisfaction	JS1	0.685	Valid
	JS2	0.628	Valid
	JS3	0.593	Valid
	JS4	0.684	Valid
	JS5	0.590	Valid
	JS6	0.668	Valid
	JS7	0.752	Valid
	JS8	0.732	Valid
	JS9	0.656	Valid
	JS10	0.825	Valid
	JS11	0.739	Valid
Organizational Citizenship Behaviour	JS15	0.582	Valid
	OCB1	0.669	Valid
	OCB2	0.694	Valid
	OCB3	0.751	Valid
	OCB4	0.651	Valid
	OCB5	0.704	Valid
	OCB6	0.542	Valid
	OCB10	0.777	Valid
OCB11	0.809	Valid	
OCB14	0.808	Valid	
OCB15	0.730	Valid	

Source: From Data Processing (2019)

Table 1 can be seen that all indicators have met the convergent validity because it has a loading factor value exceeding 0,50. so all the items used to measure the said variables are considered as valid. The reliability test of this research data is using Cronbach's Alpha coefficient method. The Cronbach's Alpha coefficient is the reliability coefficient that are most commonly used because the coefficient will indicate the variance of items with either correct or incorrect format such as Likert scale format.

The criteria of determining a valid item and having a reliable value that can be accepted are based on the table described below

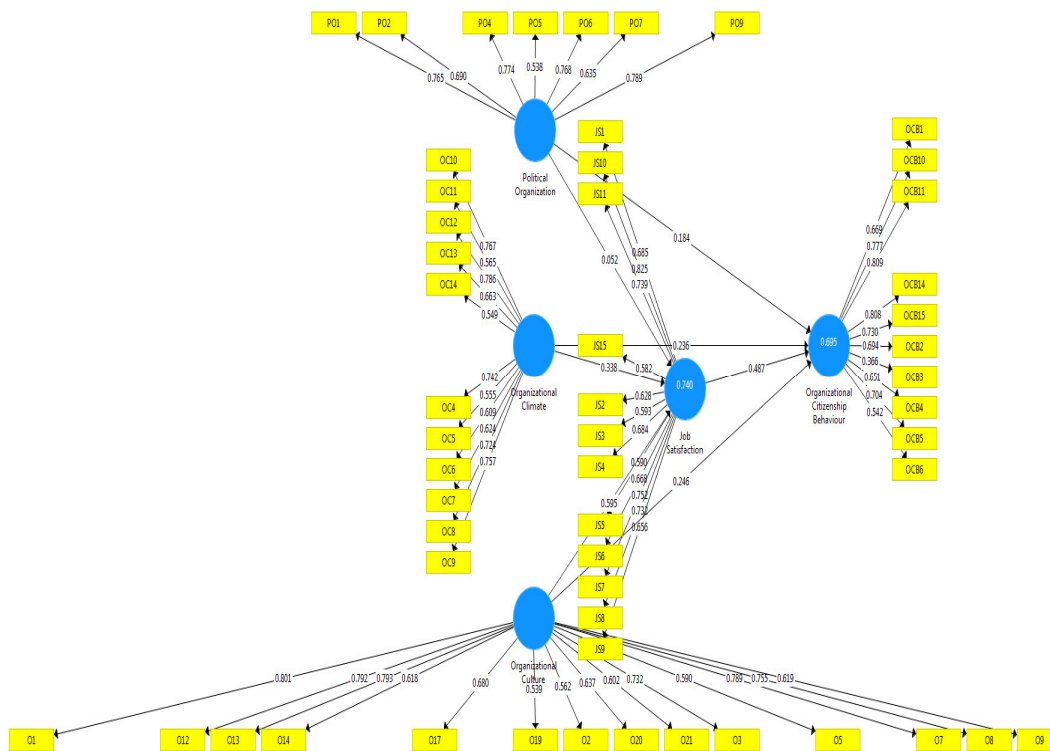
**Tabel 2: Standard Composite Reliability & Cronbach's Alpha**

Variable	Cronbach Alpha's	Composite Reliability	Description
Political Organization	0.802	0.850	Reliabel
Organizational Climate	0.877	0.900	Reliabel
Organizational Culture	0.900	0.916	Reliabel
Job Satisfaction	0.893	0.912	Reliabel
Organizational Citizenship Behaviour	0.869	0.896	Reliabel

Source: From Data Processing (2019)

The result of the above calculation of the score items with the total based on the table above has a reliability coefficient Cronbach Alpha's value which is greater 0,7 which means that all instruments can be classified as reliable.

**Figure 2: The Correlation of Variables**



Source: From Data Processing (2019)

The measurement model of analysis above shows the link between manifest variables (indicators) and each of the latent variables. The analysis of the measurement model is to test the validity and reliability of each of the dimensions and the indicators utilized to measure the variables constructed earlier. The analysis of the measurement model describe that the value of discriminant validity is by looking at the value of square root of Average Variance Extracted (AVE) with the suggestion value above 0,5, loading factor (>0.5), and constructed Composite Validity and Reliability (Cronbach’s Alpha >0.70). Therefore, the conclusion of the dimensions and indicators which are classified as reliable earlier are showed below

**Table 3: Goodness of Fit Model (GoF)**

Endogenous variables	R-square
Job Satisfaction	0.740
Organizational Citizenship Behavior	0.695

Source: From Data Processing (2019)

Predictive relevance value is obtained by the formula :

$$Q^2 = 1 - (1 - R_1)(1 - R_p)$$

$$Q^2 = 1 - (1 - 0.740)(1 - 0.695)$$

$$Q^2 = 1 - (0.260)(0.305)$$

$$Q^2 = 0.9207$$

The results of the above calculation evaluate the predictive value of greatest relevance 0.9207 which is greater than 0 (zero). That means that 92.07% on job satisfaction and organizational citizenship behavior (dependent variable) expected by the dependent variable used. Thus the model expected to have a relevant predictive value.

**Table 4: Hypothesis Testing Results**

	Original Sample	Standard Deviation	T-Statistics	P Values	Keterangan
Political Organizational → Job Satisfaction	0.052	0.099	1.816	0.604	Not Significant
Organizational Climate → Job Satisfaction	0.338	0.106	3.192	0.002	Positive - Significant
Organizational Culture → Job Satisfaction	0.595	0.118	5.590	0.000	Positive - Significant
Political Organizational → OCB	0.184	0.201	2.519	0.010	Positive- Significant
Organizational Climate → OCB	0.236	0.198	2.259	0.001	Positive- Significant
Organizational Culture → OCB	0.246	0.135	2.160	0.027	Positive - Significant
Job Satisfaction → OCB	0.487	0.226	2.151	0.032	Positif - Significant

Source: From data processing (2019)

From the results of hypothesis testing, it was political organizational not significant effect on job satisfaction and organizational climate has a positive and significant effect on job satisfaction. While organizational culture has a positive and significant effect on job satisfaction and political organizational positive significantly influence organizational citizenship behavior (OCB). Organizational climate has a positive and significant effect on organizational citizenship behavior (OCB). Organizational culture has a positive and significant effect on organizational citizenship behavior (OCB). Job satisfaction has a positive and significant effect on organizational citizenship behavior (OCB).

**Figure 3: The Testing Result**



Source: Form data processing (2019)

Based on the testing result above, the research variables indicated that organizational culture has the most significant influence on job satisfaction as the intervening variable, which is 5.590 compare to the variable of political organization which is 1.816 and climate organization which is 3.192. Political organization also contributed influence towards organizational citizenship behavior with the figure of 2.519 compare to organizational climate 2.259 and organizational culture with the figure of 2.160. Even job satisfaction has a highest direct effect of against organizational citizenship behavior with the figure of 2.151.

#### IV. DISCUSSIONS OF FINDINGS

This study tries to analyze the variables related to political, organizational, organizational climate, organizational culture, job satisfaction, and organizational citizenship behavior (OCB). Results of this study was obtained from research on Liquor Distributor. From the results of the calculations in this study, it can be concluded as follows:

1. Political organizational no significant effect on job satisfaction in employees of Liquor Distributor. This means that if the good or bad of a political organization have no effect on employee job satisfaction.
2. Organizational climate significant positive effect on job satisfaction in employees of Liquor Distributor. This means that if a good organizational climate, it will increase employee job satisfaction.
3. Organizational culture significant positive effect on job satisfaction in employees of Liquor Distributor. This means that if the organizational culture in the company, the better, it will be increasing employee



- job satisfaction.
4. Political organizational significant positive effect on organizational citizenship behavior (OCB) at Liquor Distributor. This means that if politics within the organization goes well, it will be the employee will have an attitude of organizational citizenship behavior (OCB) is high.
  5. Organizational climate significant positive effect on organizational citizenship behavior (OCB) at Liquor Distributor. This means that if the organizational climate in a good company, it will be the attitude of employees will create OCB
  6. Organizational culture significant positive effect on organizational citizenship behavior (OCB) at Liquor Distributor. This means that if the organizational culture is good, it will improve the attitude of organizational citizenship behavior (OCB) employees.
  7. Job satisfaction significant positive effect on organizational citizenship behavior (OCB) at Liquor Distributor. This means that if the higher employee satisfaction, the higher the attitude of organizational citizenship behavior (OCB) employees.

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