

## The Role of Job Satisfaction Medium Perceived Organizational Support to Behavior Organizational Citizenship Among Employees In Bali Zoo

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**ABSTRACT:** Human Resources division have important role to help company achieve goals. The purpose of this study was to analyze the effect of POS on job satisfaction and OCB, the effect of job satisfaction on OCB, and the role of job satisfaction mediating POS on OCB. The study was conducted in the Bali Zoo Operational Division with 56 respondents using proportionate stratified random sampling. Data collected by questionnaire, analyzed by path analysis. The results found, POS positively and significantly affected job satisfaction and OCB. Job Satisfaction has positive and significant effect on OCB and positively mediate the effect of POS on OCB. Employee who feel satisfied with their work will arise the desire to work beyond the mandatory given. The results provide an implication to management regarding how important it is to pay attention to and support every job that is charged to employees that can influence job satisfaction in creating OCB.

**Keywords:** Perceived Organizational Support, Job Satisfaction, Organizational Citizenship Behavior

### I. INTRODUCTION

Human Resources (HR) in companies that play a role are very important for the survival of a company. Employees, as one of the company's resources, have a value that is more tunic than that of other sources of power that the company has. Human beings have the potential to continue to develop into better and foremost, of course, to be important for a company. Christian (2015) states, if it continues to develop in a better direction, then the employees will be able to direct the company to achieve progress. Employees are able to experience development that can bring progress to the company, by because the company needs to first pay attention to how the behavior of employees who work at the company [2]. The organization wants and needs employees who can do things more than the job description. Evidence shows that the organization of employees who have such employees outperforms companies with the quality of employees.

OCB is the behavior of employees in a work group that performs other tasks outside the main task in the job description. OCB is an explicit form of action and is not recognized by the company's formal system, but can improve overall organizational efficiency and effectiveness [3]. OCB is considered as an act of employees who perform additional tasks in a work group that is not officially requested by the company, but is the desire of the employees and is done voluntarily as a form of employee assistance to the organization [2]. Organizational Citizenship Behavior is a behavior deemed necessary for the success of the task. Behavior is willing to help, is not quick to despair, and participates in everything that is considered important to carry out the company's vision and mission. The OCB forming part is considered the key to the success of employees who will continue to show OCB as long as there is an opportunity to do so [3]. Employees who have OCB can control their behavior, so they can choose the best course of action for the benefit of the organization.

OCB describes individual behavior that is discretionary, not recognized directly or explicitly by formal rewards. The findings show that spontaneous and voluntary organizational behavior of employees is based on job satisfaction, effectiveness and efficiency of team work (Nguyen et al., 2016). Podsakoff et al. (2000) states that by increasing the efficient use of resources, supported by job satisfaction can increase OCB and employee productivity.

Job satisfaction is basically individual. Each individual will have a different level of satisfaction according to the assessment on him. The more aspects of the work that are in accordance with their intentions and desires, the higher the performance to achieve the desired level of satisfaction. Research says if someone wants something, then he has hope so he will be motivated to take action to achieve these expectations [6].

Employee job satisfaction has an important role in supporting the achievement of company goals. Job satisfaction is basically a pleasant or unpleasant emotional state related to the employee's point of view of the job. The views expressed, if the company is able to pay attention and fulfill aspects that can affect employee job satisfaction, then employees can have a pleasant emotional state in looking at work, where it can be a driving force for employees to support the achievement of company goals [1].

Job satisfaction is a positive feeling about someone is the result of evaluating the characteristics of his work [7]. Hanaysha& Tahir (2016) states that one of the most important problems in human resource management in organizations is creating satisfaction in employee work, one of the factors that support employee job satisfaction is perceived organizational support. Gunawan et al. (2018) states, research shows that individuals perceive organization as supportive, when counterparts are considered fair, employees have a tendency to provide a high level of decision-making and supervisors, they are considered to be appropriate, if the support of positive organization tends to provide high levels of decision-making and supervisors, they are considered to be appropriate, if the support of positive organization tends to provide high satisfaction.

Perceived organizational support (POS) is the extent to which employees believe the organization appreciates the contribution and care of the organization of their welfare. POS is a concept that has just been developed and is considered to be the most important work performance in the current corporate environment (Beheshtifar& Herat, 2013). The company certainly requires employees who have performance above the specified job description. Employees are willing to do more than work requirements when they have a positive perception about organizational support. Perception of organizational support can also create job satisfaction, positive moods, affective commitment, performance, and reduce deviant behavior [11]. Pack (2005) states that POS is the employee's perception of the extent to which the organization provides support to its employees and the extent to which the organization's readiness to help everything that employees need. If the employee considers receiving high organizational support, then the employee will assume that the organization is their identity. Employees will feel part of the organization and feel responsible for contributing and doing the best for the organization [2].

Han et al. (2012) states, employee perceptions of the support provided by the organization (POS) is quite important to shape the level of employee confidence in the organization, so that the organization is expected to continue to provide support and care for its employees. Perception of employee organizational support is bad or good perceived by employees will cause a positive emotional attachment to the organization, so employees will feel the company has an obligation to pay [3]. Perceived organizational support is a predictor of OCB that is positively related to job satisfaction [2]. When employees feel supported by their organizations, they will provide feedback (feedback) such as giving more to the organization.

The positive perceptions of support assessed by employees expressed by Social Exchange theory might make a better contribution to the organization. Positive exchange results lead to actions that include activities such as organizational support, subordinate performance, job satisfaction, organizational commitment, and organizational behavior [14]. The relationship between Perceived Organizational Support, job satisfaction, and OCB is that the high level of POS employees generated by job satisfaction can improve the behavior of OCB employees themselves (Podsakoff et al., 2000).

The Social Exchange Theory was conceived by Blau in 1964. This theory states that employees tend to develop high-quality relationships based on who they interact with, how they interact, and how they experience. Social exchange theory is a broad conceptual paradigm that covers a number of social science disciplines, such as management, social psychology, and anthropology [14]. All social exchange theories are related to living social life which involves a series of sequential interactions between two or more parties.

In the research of Wulani (2004) shows that POS plays an important role in increasing job satisfaction. Research conducted by Riggle et al. (2009) confirm the findings related to POS with the results of employee attitudes. Similar to the results found in a study conducted by Beheshtifar& Herat (2013), Kuo et al. (2015), and Kurtessis et al. (2015) that POS has a positive effect on job satisfaction. Lamm et al. (2015) states that there is a significant relationship between POS and job satisfaction. Based on the description above, the hypothesis proposed in this study is as follows.

H1: Perceived Organizational Support has a positive and significant effect on Job Satisfaction

Shore & Wayne (1993) found that POS was a predictor of OCB and was positively related to performance and OCB. Workers who feel supported by the organization will give reciprocity to the organization and thereby reduce the deviation that occurs on each party that is converted in organizational behavior. Lamm et al. (2015) states that there is a significant relationship between POS and OCB. Miao & Kim (2010) and Chiang & Hsieh (2012) also found a significant relationship between POS and OCB. Chiaburu et al. (2015) states that there is a significant positive relationship between POS and OCB, and the level of relationship between these two variables depends on a particular cultural setting. Based on the description above, the hypothesis proposed in this study is as follows.

H<sub>2</sub>: Perceived Organizational Support has a positive and significant effect on OCB

ArifHidayat&Kusumawati (2014), in their research, found that the variables that had the most influence on OCB, compared to other variables used in their research were work, satisfaction, and normative commitment. This research is supported by research conducted by Putra &Sudibya (2018), who found that employees with high job satisfaction also perform their extra role behaviors better.

Another empirical study that found a significant relationship between OCB and job satisfaction was conducted by Sengkey et al. (2018). In addition, Darmawati&Indartono (2015), Huda (2018) and Rahman et al. (2014) also found a significant relationship between job satisfaction and OCB on lecturers in higher education environments. Based on the description above, the hypothesis proposed in this study is as follows.

H<sub>3</sub>: Job Satisfaction has a positive and significant effect on OCB

Researchers have found that POS and job satisfaction correlate significantly with employee organizational support stimulating OCB (Podsakoff et al., 2000). Perceived Organizational Support can increase employee satisfaction itself, therefore job satisfaction mediates the relationship between POS and OCB (Wayne et al., 1997; Masterson et al. 2000). Employees with high POS can develop job satisfaction which then can realize OCB (Moorman et al. 1998). Podsakoff et al. (2000) propose that by increasing the efficient use of resources, supported by job satisfaction can improve OCB behavior and employee productivity. Based on the description above, the hypothesis proposed in this study is as follows.

H<sub>4</sub>: Job Satisfaction mediates Perceived Organizational Support for OCB

## II. RESEARCH METHOD

variables examined in this study were perceived organizational support (X) as an endogenous variable, job satisfaction (M) as a mediating variable, and OCB (Y) as an exogenous variable. This research is located at the Bali Zoo Operational Division which is located at Jalan Raya Singapadu, Sukawati, Gianyar. This research was conducted in the Bali Zoo Operational Division because there were problems associated with OCB. The research subjects in this study were employees of the Bali Zoo Operational Division. The object of research in this study is perceived organizational support, job satisfaction and OCB. The exogenous variable in this study is Perceived Organizational Support (X). The endogenous variable in this study is OCB (Y). The mediating variable in this study is Job Satisfaction (M).

Quantitative data in this study included responses to the questionnaire that was put forward. The qualitative data used in this study were statement items in the questionnaire. The data source used in this study is primary data, that is data directly from the original source or the first party. The data was obtained through a research questionnaire regarding the effect of perceived organizational support on OCB with job satisfaction as a mediating variable. The population in this study was 127 employees who worked at the Bali Zoo Operational Division. The sampling technique used in this study was proportionate stratified random sampling with 56 respondents.

## III. RESULT AND DISCUSSION

Based on the results of the study there were 56 respondents, the characteristics of respondents in this study can be seen based on gender, age and recent education. Characteristics of respondents by sex in the Bali Zoo Operational Division is dominated by male respondents. Where are the male sex respondents in this study as many as 35 employees or 62.5 percent. While the remaining 37.5 percent or 21 employees are female. This proves that, more male employees work in the Bali Zoo Operational Division.

Characteristics of respondents by age in the Bali Zoo Operational Division are dominated by respondents with an age range of 20 years to 29 years. Where the age of 20 years to 29 years as many as 30 people or 53.6 percent, ages 30 years to 39 years 18 people or 32.1 percent, and the remaining 14.3 percent or 8 people are aged 40 years to 49 years, and no employees who are under 20 years old or those aged 50 years and over. The high percentage of employees whose age ranges from 20 years to 40 years proves that at that age, employees tend to be more productive at work.

Characteristics of respondents based on their last education in the Bali Zoo Operational Division are domiciled by employees with the last high school education, which is 78.6 percent or 44 employees. While the rest with the latest Bachelor's education with a total of 21.4 percent or 12 employees. Whereas there are no employees with Diploma III and Masters degrees. This proves that the Bali Zoo Operational Division is looking for employees with a high school education.

The job satisfaction variable in this study uses 12 (twelve) statements to find out the respondent's answers in the Bali Zoo Operational Division regarding job satisfaction in the Bali Zoo Operational Division. 12 statements regarding job satisfaction variables with an average score of 4.33 and included in the excellent category, this means the level of job satisfaction among employees of the Bali Zoo Operational Division is at a

very high position. The highest score of 4.45 goes to the statement "The company gives me interesting tasks" and "The company gives me an increase in salary and appropriate rights" and includes very high criteria, this means that respondents view that job satisfaction in Bali Zoo Operational Division employees are very high so employees have a perception that the tasks given by the company are very attractive and salary increases according to the work that is charged. The lowest score of 4.13 refers to the statement "I help other employees without coercion on tasks that are closely related to company activities" in the high category which means that respondents view employees as helping each other's tasks voluntarily. This means, respondents consider job satisfaction for Bali Zoo Operational Division employees to be of very high quality.

The POS variable in this study uses 5 (five) statements to find out the respondent's answers in the Bali Zoo Operational Division regarding POS in the Bali Zoo Operational Division. 5 statements regarding the POS variable with an average score of 4.33 and included in the very good category, this means that respondents have a very good perception about POS in the Bali Zoo Operational Division. The highest score of 4.43 refers to the statement "The company rewards my work" and is included in the criteria very well, this means that respondents view that the POS on employees of the Bali Zoo Operational Division is very high so that employees have the perception that the company appreciates each job the employee. The lowest score of 4.29 refers to the statement "The company distributes resources evenly among employees" in the very good category which means that the respondents are of the view that the distribution of employee resources to the company is evenly distributed. This means, respondents consider POS on the employees of the Bali Zoo Operational Division of very good quality.

Table 1. Results of 1<sup>st</sup> Regression Equation Path Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,299	0,333		3,898	0,000
	POS	0,698	0,076	0,780	9,151	0,000
R <sup>12</sup> : 0,608						
F statistik: 83,737						
Sig. F : 0,000						

The  $\beta_1$  value is 0.780, pos has a positive effect on job satisfaction, this shows that if POS TV variables increase, job satisfaction for employees of the Bali Operational Division tZoo will increase by 0.941. The magnitude of the influence of the independent variable on the dependent variable shown by the total determination value (R square) of 0.608 means that 60.8 percent of job satisfaction variations are influenced by POS variations, while the remaining 39.2 percent is explained by other factors not included in the in the model.

Table 2. Analysis Results of 2<sup>nd</sup> Regression Equation Pathway

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,759	0,300		2,528	0,014
	POS	0,376	0,097	0,441	3,874	0,000
	<i>Job Satisfaction</i>	0,442	0,108	0,465	4,081	0,000
R <sup>22</sup> : 0,730						
F statistic: 71,821						
Sig. F : 0,000						

A  $\beta_2$  value of 0.441 means that POS has a positive effect on OCB, if the POS variable increases, the OCB variable increases on the Bali Zoo employee by 0.441. A  $\beta_3$  value of 0.465 means that job satisfaction has a positive effect on OCB, this means that when the job satisfaction variable increases, the OCB variable increases in employees of the Bali Zoo Operational Division as much as 0.465. The magnitude of the effect of the dependent variable on the dependent variable is shown by the value of total determination (R square) of 0.730, which means that 73 magnitudes of OCB variations are influenced by variations in POS and job satisfaction, while the value is total (R square) of 0.730.

The total determination value of 0.89 t means that 89% percent of the OCB variable is affected by the POS variable variables and the satisfaction signal, the majority of which is 11 percent is explained by other factors outside the model that is formed.

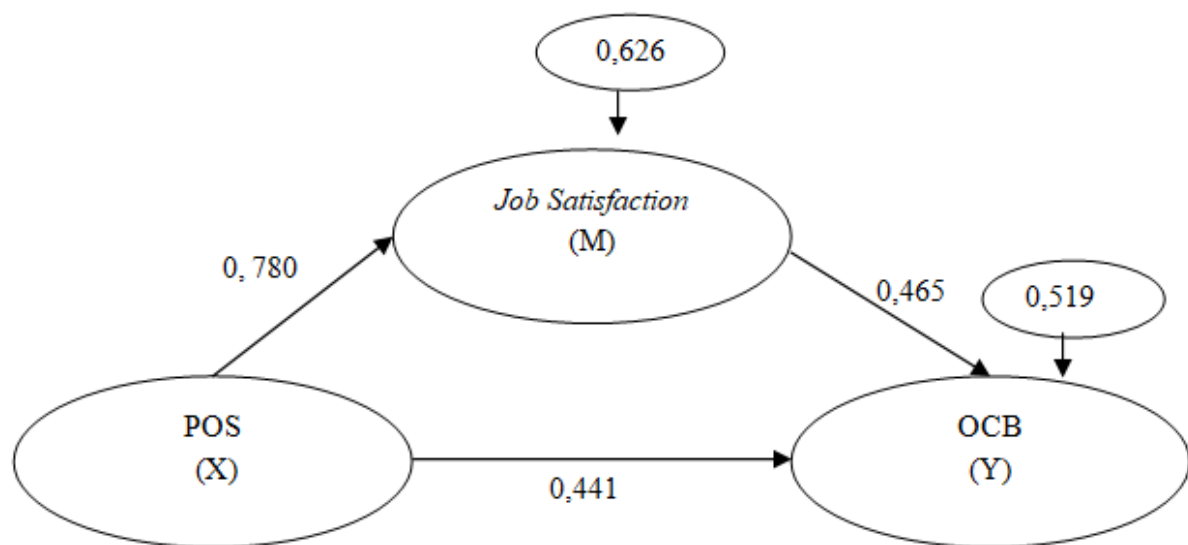


Figure 1. validation of the final pathway model

Based on the results the data obtained by the value of the probability of significance is 0.000 with a beta value of coefficient of 0.780, and the value of  $t$  is 9.151 with a significance level of  $0.000 < 0.05$ , the value of  $H_0$  is rejected and  $H_1$  is accepted. This result means that POS has a positive influence and significant on job satisfaction. Based on the results of the data obtained, the value of the probability probability of 0.000 with a beta coefficient of 0.441, and  $t$  value of 3.874 with a significance level of  $0.000 < 0.05$  . This result means that POS positively and significantly influences OCB. Based on the results of the data obtained, the value of the probability of significance is as large as 0,000 with a beta coefficient value of 0.465, and a value of  $t$  as large as 4.081. with a significance level of  $0.000 < 0.05$ , then  $H_0$  is rejected and  $H_1$  is accepted. This result means that job satisfaction has a positive and significant impact on OCB.

Table 3. Direct Influences and Indirect Influences and the Effects of Total POS (X), job satisfaction (M), and OCB (Y)

Variables	Direct Effect	Indirect Effect Through <i>Job satisfacyion</i>	Total Effect
		(M) ( $\beta_1 X \times \beta_3 M$ )	
$X \rightarrow M$	0,780	-	0,780
$X \rightarrow Y$	0,441	0,363	0,809
$M \rightarrow Y$	0,465	-	0,465

The data shows that POS has a direct influence on OCB of 78.0 percent, with a mediation of the job satisfaction variable which is found to have an indirect effect of 36.3 percent, and a total effect of 80.9 percent. The results show that the job satisfaction did mediate the POS effect on OCB partially.

Sobel test results that have been calculated show that the calculated  $Z$  value of  $3.9544 > 1.96$  with a significance value of  $0.0012 < 0.05$ , which means job satisfaction is a variable that mediates the effect of POS on OCB on Bali Zoo employees or in other words POS has an indirect effect on OCB through job satisfaction.

Based on the results of POS analysis on job satisfaction obtained a significance value of 0,000 with a beta coefficient of 0.780 with a  $t$  value of 9,151. Significance value of  $0.000 < 0.05$  indicates that  $H_0$  is rejected and  $H_1$  is accepted. The results in this study mean that perceived organizational support has a positive and significant effect on job satisfaction, where employees have the perception that the company fully supports every contribution made by employees to the company, both in terms of justice, superiors' support, organizational rewards, and working conditions. This shows the better employee perceptions of organizational support, employees will feel satisfied with the work done in the Bali Zoo Operational Division. The results of this study are consistent with previous studies conducted by Novira&Martono (2015) suggesting that POS has a significant effect on job satisfaction. Fatma&Tugba (2019) suggested that employee perceptions of organizational support directly and positively influenced job satisfaction. Christian research results (2015) supported by research from Baliartati (2016) states that employees who have received support from the company, will cause feelings of satisfaction with the work that is charged.

Based on the results of POS analysis on organizational citizenship behavior, a value of 0.000 was obtained with a beta coefficient of 0.441, and a  $t$  value of 3.874 with a significance level of  $0.000 < 0.05$ , then



H0 was rejected and H1 was accepted. The results in this study mean that POS positively and significantly influences OCB, where employees see that the work carried out has the support of the company. This shows that high quality company support will influence employees to carry out tasks beyond the job description provided by the company in the Bali Zoo Operational Division. The results of this study are consistent with research conducted by Chiaburu et al. (2015) POS has a positive effect on OCB. The results of this study are also in line with research conducted by Puspitasari (2014), Jain et al. (2013), and Lamm et al. (2015) further showed that employees who felt the organizational support they received at the company were more likely to elicit positive OCB behavior.

Based on the results of testing the third hypothesis H3 obtained a probability value (sig) of 0,000 with a beta coefficient of 0.465, and a t value of 4.081. with a significance level of  $0.000 < 0.05$ , then H0 is rejected and H1 is accepted. This result means that job satisfaction has a positive and significant effect on OCB, where employees who are satisfied both in terms of work, salary, promotion opportunities, supervision, and colleagues with work tend to do extra role work (OCB). This shows that employees who are satisfied with their work in the Bali Zoo Operational Division will have OCB behavior. The results of this study are consistent with research conducted by Nafi&Indrawati (2017) saying job satisfaction has a positive effect on OCB. This is also supported by other research conducted by Harsani&Muzammil (2017) stating that, if employees feel satisfied with their work, employees will gradually create OCB behavior. Agustiningsih et al. (2016) states that job satisfaction has a positive influence which will bring up OCB behavior.

Based on the results of testing the hypothesis of the fourth H4 obtained by a Z value of 3.9544 that is greater than the Z value of the table is 1.96, this shows that H4 can be received, so that it can be interpreted as a significant effect on OC. it is not affected directly by OCB through job satisfaction. The results of this study are consistent with the research done by Pohl et al. (2019) states the POS variable has a significant effect on satisfaction and OCB. This is also supported by other research conducted by Park (2016) and Maula& Tri (2017) stating that job satisfaction is a full mediation in creating a relationship between POS and OCB. Aswin&Rahyuda (2017) in their research stated that POS positively and significantly affected OCB and job satisfaction as mediating variables.

The results of this study provide implication to the management of Bali Zoo regarding the importance of paying attention to and supporting any work that is imposed on employees who cannot influence work satisfaction in creating OC behavior. This research is also expected to be able to be considered as part of the management of Bali Zoo to increase the number of employees that are not given to employees, not to be responsible for behavior, tasks are required, employees are not responsible for behavior, tasks are not required, employees are not required Operational Bali Zoo feels comfortable in doing its tasks.

The first implication, employees feel that the company supports every work that has been done in the Bali Zoo Operational Division. In respondent's statement about perceived organizational support, Bali zoo management has paid attention to the resources owned, so that the distribution of company resources among employee has been considered equitable. The management always pays attention to and appreciates the contribution that employees make to the company. The supervisor's concern for the welfare of employees while working in the company is very high. The company always tries to create comfortable working conditions for every employee.

The second implication, employees see the success of the Bali Zoo Operational Division in creating job satisfaction for their employees. The company has been considered to provide interesting assignments and provide learning opportunities for each employee. Compensation provided by the company is in accordance with the workload and working time of 8 hours for employees. Employees are given the opportunity to promote positions accompanied by an increase in salary according to workload. The company seeks to provide security and comfort for employees by providing supervision and technical assistance. Interaction between employees is very good so that good communication is established.

The third implication, in this study shows that the respondent decides to act on the OCB behavior. t Employees who are satisfied and feel the company has supported their work fully, such as assisting the operations of Bali, Zoo, will decide to carry out more work, beyond the work of other supporting companies, Employees tended to carry out tasks exceeding the company's minimum standards and follow-up and maintain the company's good name.

This research has only been carried out on a television division, this research can be done on another example of conservation conservation which is not in the Bali Zoo environment. This research has yet to be developed by testing it for other divisions in addition to the operational divisions, because this particular research will not give a result that may not be different when the variables are used as research material is changed. This research is only done in a certain period of time (cross-section), while the environment can be changed at a fixed time (dynamic), so that this research needs to be done at a later date.

#### IV. CONCLUSION

Based on the results of the discussion in the previous chapters, it can be concluded that as follows: 1) That the POS has a positive and significant effect on job satisfaction. This means that the better the support of the organization, the employee job satisfaction will increase. 2) That POS has a positive and significant effect on OCB. This means that the better the support of the organization, the better the behavior of OCB. 3) That job satisfaction has a positive and significant effect on OCB. This means that the higher the level of employee job satisfaction, it will increase OCB behavior. 3) Job satisfaction has a positive role in mediating the effect of POS on OCB in the Bali Zoo Operational Division. This means there is an indirect relationship between POS and OCB with job satisfaction intermediaries.

Job satisfaction in the Bali Zoo Operational Division is measured using 12 statement indicators, from the 12 statements the salary given by the company gets the lowest average value. Therefore, the management of Bali Zoo is expected to pay attention to salaries received by employees. Compensation provided is expected to be in accordance with the workload of the employees. The management can review the salary given by the employee job description. The management of Bali Zoo is expected to consider the work of employees outside the mandatory employee duties so as not to overdo it. For future researchers, it is hoped that it can improve the quality of research by expanding the scope of research and adding several other variables as mediators. In addition, researchers can also test this model in other divisions within the Bali Zoo environment.

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