

**THE EFFECT OF JOB SATISFACTION AND WORK
LOYALTY ON ORGANIZATIONAL
CITIZENSHIP BEHAVIOR**

Undergraduate Thesis

By

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**MAJOR OF MANAGEMENT
ECONOMICS AND BUSINESS FACULTY
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ABSTRACT

THE EFFECT OF JOB SATISFACTION AND WORK LOYALTY ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

By

Elisa Nurinda Putri

This research placed in Bank Indonesia Bandar Lampung Representative Office, discusses about the influence of job satisfaction consist and work loyalty on Organizational Citizenship Behavior in Bank Indonesia Bandar Lampung Representative Office. The variables are (1) job satisfaction that of work itself, supervision, workers, promotion and pay (2) work loyalty that consist of personal characteristic, job characteristic, characteristic design's company and experience gained in work (3) Organizational Citizenship Behavior consist of altruism, conscientiousness, sportsmanship, courtesy and civic virtue. This research aims to search: (1) The influence of job satisfaction on Organizational Citizenship Behavior (2) The influence of work loyalty on Organizational Citizenship Behavior (3) The influence of job satisfaction and work loyalty simultaneously on Organizational Citizenship Behavior. This research is catagorized as a survey research. Types of data used in this research is quantitative data or shaped number. The instrument of this research uses questionnaire. Population in this research is the employees include security of Bank Indonesia Bandar Lampung Representative Office numbered 73 people. Validity test uses *Pearson Product Moment* meanwhile the reability test uses *Alpha Cronbach*. Multiple Linear Regression Analysis is used to test the hypothesis in this research. The results of the study found that this research accepted the hypotheses: (1) Job satisfaction has positive and significant influence on employee's performance in Bank Indonesia Bandar Lampung Representative Office. (2) Work loyalty has positive and significant influence on employee's performance in Bank Indonesia Bandar Lampung Representative Office. (3) The job satisfaction and work loyalty together influence Organizational Citizenship Behavior in Bank Indonesia Bandar Lampung Representative Office. Work loyalty is the dominant variable. Suggestion for Bank Indonesia Bandar Lampung Representative Office are (1) Make a periodic survey about employees job desk related to their position in the department (2) Make a periodically survey about the knowledge of employees about existing activities in Bank Indonesia, so no one will miss the information (3) The author suggested to the next researchers have to focus on indicators that provide such influence that contribute to the work of the department and information activities in the company.

Keywords: Job Satisfaction, Work Loyalty, Organizational Citizenship Behavior.

**THE EFFECT OF JOB SATISFACTION AND WORK LOYALTY ON
ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

Researcher

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Undergraduate Thesis

**As One of Requirements to Achieve
BACHELOR OF ECONOMICS**

In

**Management Department
Faculty of Economics and Business University of Lampung**



**MAJOR OF MANAGEMENT
ECONOMICS AND BUSINESS FACULTY
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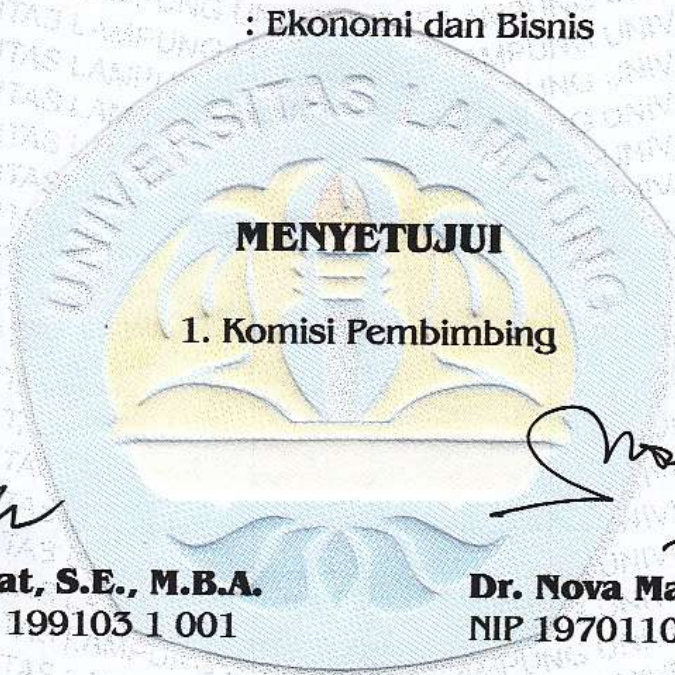
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ORGANIZATIONAL CITIZENSHIP
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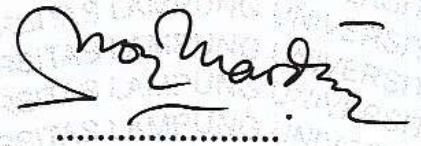
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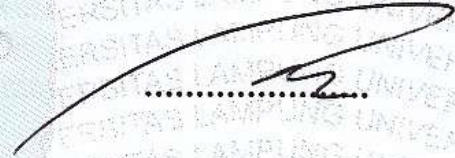
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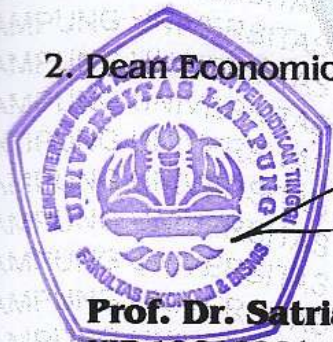
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So I make this affidavit truthfully, to be used as appropriate.

Bandar Lampung, 05 January 2017

The Declaring



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BIOGRAPHY

The author was born in Bandar Lampung on Wednesday, January 26, 1994, as the first child of two siblings. Daughter of Mr. Dwijo M. Saied and Mrs. Yulidar and the older sister of Yulisa Puspita Rini.

Academic Study author begins by completing an education at the Al-Azhar 1 Elementary School in 2006, then went to SMPN 10 Bandar Lampung and graduated in 2009. Entering the next level of her education the author continued at Senior High School Al-Azhar 3 Bandar Lampung and graduated in 2012.

In 2012, the author was accepted as a student in University of Lampung entered with SNMPTN test (paper based test), Faculty of Economics and Business Department of Economics Development, then moved to the bilingual class, majoring Management and took Human Resources Management concentration. In January 2015, the author did the local internship or KKN in Purwa Negara village, Negara Batin, Way Kanan for 40 days.

Now with full of struggle, hard work and learning process are relentless, eventually Writers can complete the educational strata 1 (one) in the Department of Management Faculty of Economics and Business, University of Lampung.

MOTTO

- ❖ “The world lasts for two days, one day its against you, another day its with you. The day that its against you, have patience. The day that its you, be humble” – Imam Ali ibn Abi Talib (as)
- ❖ “You never know until you have tried” – Unknown
- ❖ “Sometimes, the best gift is not just in the form of the material thing itself, it is the experience wrapped with values and learning” – Whitehole asia
- ❖ “Be nice to people because the world can be a very difficult place and we all need a little help sometimes” – Unknown
- ❖ “Eventually all things fall into place. Until then, laugh the confusion, live for the moments, and know everything happens for a reason” – Unknown
- ❖ “If something is destined for you, never in million years it will be for somebody else” – Arab Proverb
- ❖ “Everything will be okay in the end. If it is not okay, it is not the end” -- Unkown

DEDICATIONS

By expecting blessings of Allah SWT, I dedicate this thesis to :

My parents, Dwijo M. Saied and Yulidar.

"Thank you for all the sacrifices you have given, also provide the best facilities and fully supported me. You are the truest blessing in my life. Without your love I am nothing and I love you so much. I will try as hard as I can to make you both proud. "

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Hopefully, this script would give a positive contribution to the educational development and for those who are interested to conduct the further research.

Bandar Lampung, 05 January 2017

Elisa Nurinda Putri

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Chapter I INTRODUCTION

1.1 Background

In this era of globalization, changes occur very rapidly not only in the aspect of technology but also affects the economic aspect, including companies that exist in the economy itself. The changes that occurred in the company include external and internal factors. If a company wants to achieve its goal, the company would have to have a good quality of HR behavior, characterized by the employee's performance is also considered, because good performance is a bridge for the company to achieve its objectives. If the company has excellent performance, the opportunity to compete in the international market is wide open. This behavior includes not only in-role that works according to the job description but also extra-role that give the company more than the company expected (Greenberg and Baron, 2003: 408). This behavior tends to see employees as social beings who have the ability to empathize with others and the environment and also align the values held by the values of the surrounding environment (Sloat, 1999: 20).

Based on the opinion of Luthans (2006: 243), job satisfaction is the result of the employees' perception of how good a job they give for the company, the items

considered important. Based on these opinions, according to Tziner (2006) in Tziner (2014: 557) job satisfaction is defined as the pleasurable or positive emotional state resulting from the overall evaluation of one's job or job experiences, and is a factor of the extent to which individual needs are met in the work setting. Consequently, it can be both intrinsic, deriving from internally mediated rewards such as the job itself, and extrinsic, resulting from externally mediated rewards such as satisfaction with pay stated by Porter and Kramer (2004) in Tziner (2014: 557).

Loyalty is also a significant influence on employees. Employees who have a high loyalty to the company where he works will perform the work with pleasure, and willing to defend his company. Hasibuan (2001) in Soegandi et al (2013: 3), suggests that labor loyalty or allegiance is one element that is used in the assessment of employees that includes loyalty to his job, his position, and the organization. This loyalty is reflected by the willingness of employees to maintain and defend the organization inside and outside the work of the conversation of people who are not responsible. The loyalty of the employees in an organization that is indispensable for the success of the organization itself. According to Reichheld, the higher the loyalty of the employees in an organization, the easier it is for the organization to achieve organizational objectives predetermined by the owner of organization (Utomo, 2002: 9). As for the opposite, the lower loyalty of its employees in an organizations, it is increasingly difficult for the organization to achieve the goals of the organization that has been previously set by the owners of the organization.

Organizational Citizenship Behavior is a unique aspect of the activity of individual work. The organization will be successful if employees do not only perform its core functions, but also want to do extra tasks such as cooperating, helping, giving advice, participate actively, providing extra services to customers, and willing to use his time effectively. Before employees doing this behavior, there will be a reason why they are prepared to do that which is due in large part to the magnitude of the company's employee satisfaction and loyalty rate that can be seen in instrumental tool by giving the “more” work to the company where they work. According to Robbins and Judge (2008: 40), the fact remains that organizations that have employees who have a good Organizational Citizenship Behavior will have better performance than any other organization.

Bank Indonesia is the central bank that focuses on keeping and maintaining the stability of the rupiah. Bank Indonesia has representative offices both within and outside the country. One of the representative office of Bank Indonesia who are in this country is in the province of Lampung. Bank Indonesia Bandar Lampung Representative Office opened on December 2, 1961, in the period of Guided Democracy. At that time, Bank Indonesia opened many branches in the area by the ongoing political developments. Once open, Bank Indonesia Bandar Lampung Representative Office called Teluk Betung Office (official website of Bank Indonesia).

Mr. Sofyan Tandi as Resource Manager, Bank Indonesia Bandar Lampung Representative Office through a short interview by the author stated that employees at

Bank Indonesia have a strong bond among employees, co-workers, subordinates or superiors. They are always get along together, either in the workplace or in the context of everyday life outside of work hours. This bond is connected because the activities are always carried out by the Bank of Indonesia, such as gathering, sports, karaoke together, routine recitation, eating together, Whatsapp group for sharing, and knowledge sharing. According to Mr. Sofian Tandi, satisfaction and loyalty employees supported within the employees itself who feel enjoy with his work; absenteeism is low nearly zero, willingness to cooperate, adherence to company rules, as well as salaries and commissions satisfactory. Similar as what Bedian and Achilles (1981), Netemeyer et al., (1990), Sager (1994) in Grant et al., (2001:165) revealed, in support of the theory, the higher the job satisfaction and organizational commitment is expected to lower the intent and purpose of the employees to leave the organization. Furthermore, employees who are dissatisfied with aspects of his job and has no commitment to the organization will be more likely to find employment in another organization.

Table 1. Total of Employees in Each Department, Periode April 2016

No	Working Unit	Total of Employee	Working duration
1	Economics and Finance Team	10	>2,5
2	Payment System Team	24	>2
3	Internal Management Team	17	>3,5
4	Security	22	>3,5
Total		73	

Source: Bank Indonesia Bandar Lampung Representative Office, 2016

Bank Indonesia Bandar Lampung Representative Office is carrying out its role as an arm or a miniature of the head office of Bank Indonesia, the unit that consisting of Economics and Finance Team, Payment System Team, Internal Management Team and the Section of the Secretariat of Security and Protocol. The duration of work is one of the factor in determining loyalty and job satisfaction of employees, employees at Bank Indonesia Bandar Lampung Representative Office tend to be loyal, views of the intention out small, and the data also showed satisfaction factor that is the comfort of the employees working in the company. That worker who have worked three years and over in this group amounted to 35 people who are 69% of the total employees, showed many employees who worked long enough in this business.

From the above understanding, the author is interested in studying the employees' job satisfaction and work loyalty, on Organizational Citizenship Behavior in Bank Indonesia representative office Lampung. On behalf in seeing phenomena in the surrounding areas where there are people whose dedicated to the company they work for, and working optimally and has a high loyalty, that can be seen from the work process, longer of working at the company, so the author can see results and satisfaction that arise in these workers, whether they are willing to give extra-role for the company or not, that can measure the OCB. This study, entitled:

" Analysis The Effect of Job Satisfaction and Work Loyalty Toward Organizational Citizenship Behavior In Employees of Bank Indonesia Representative Office in Lampung."

1.2 Formulating Problem

Based on the description on the background of the existing problems, the formulation of the problems in this research are as follows:

1. Does job satisfaction work affect organizational citizenship behavior of employees at Bank Indonesia Bandar Lampung Representative Office?
2. Does loyalty work affect organizational citizenship behavior of employees at Bank Indonesia Bandar Lampung Representative Office?
3. Do the job satisfaction and job loyalty effect simultaneously on organizational citizenship behavior of employees at Bank Indonesia Bandar Lampung Representative Office?

1.3 Research Objective

Based on the background and the formulation of the problem can be stated as objective of the study as follows:

1. To test the influence of job satisfaction on organizational citizenship behavior of employees at Bank Indonesia representative office Lampung.
2. To test the influence of employees loyalty to organizational citizenship behavior of employees at Bank Indonesia representative office Lampung.
3. To test the effect of job satisfaction and job loyalty to organizational citizenship behavior of employees at Bank Indonesia representative office Lampung.

1.4 Benefits of research

Benefits this scientific work, the results obtained are expected to provide benefits for all interested parties and those who are associated with the object of the study include:

1. For the Organization. The results of this study are expected to help the company's management Bank Indonesia Bandar Lampung representative office as a consideration material in the decision to develop a strategy, or policy of the company in the future, especially in loyalty, job satisfaction, and organizational citizenship behavior.
2. For researcher. This study is a requirement for a degree S.E and apply the theory acquired in the fact that happened in the field, and can be a reference for subsequent researchers.
3. For Science. This study provides added value to the repertoire of knowledge and provides additional input to the theories related to loyalty, job satisfaction, and organizational citizenship behavior.

Chapter II
REVIEW OF RELATED LITERATURE

2.1 Earlier Researches

The study that ever conducted on the effect of job satisfaction and loyalty of employees on Organizational Citizenship Behavior which is being referenced by the researcher, including the following:

Table 2. Previous Conduct Researches

No.	Researcher name	Title	The result of years' research
1.	Triyanto, Universitas Kristen Maranatha, 2009.	Organizational Citizenship Behavior (OCB) And its Influence On Desire of Exit and Employee Satisfaction	OCB has a positive relationship and a positive effect on the desire to find away. This research suggests that the higher the OCB employees feel, they sustain a desire to come out of the system.
2.	Emanuel, Universitas Bina Nusantara, 2012.	Analysis of Effect of Job Satisfaction, Loyalty Employees, and Organizational Behavior Against Organizational Citizenship Behavior And Its Impact on Organizational Effectiveness In PT Wirajaya Anugrah Perkasa	Job satisfaction is the most influential factor on OCB and Organizational Effectiveness in PT Anugrah Perkasa Wirajaya.
3.	Soegandhi, Sutanto and Setiawan, Universitas Kristen Petra, 2013.	Effect of Job Satisfaction And Loyalty To Work Organizational	The results showed that job satisfaction is the most influential factor on the behavior of OCB employees,

No.	Researcher name	Title	The result of years' research
		Citizenship Behavior On Employee PT. Surya Sakti East Java	so it can be concluded that the main thing that encourages employees to contribute more than the company's standard is that employees are satisfied with the organization they work for. Also, it can also be concluded that Job's loyalty also contributed to the achievement of the organization's employees OCB. PT. Surya Sakti East Java, which has the satisfaction and loyalty in the work, will also feature automatically OCB behaviors will encourage the achievement of the company's success.

Source: previous researches

From table above, we can see that Triyanto made a research about OCB and its influence on desire of exit and employee satisfaction, with positive result.

Emanuel made research about analysis of effect of job satisfaction, loyalty employees, and organizational behavior against organizational citizenship behavior and its impact on organizational effectiveness in PT Wirajaya Anugrah Perkasa, with the result is job satisfaction is the most influential factor. Soeghandi made a research about effect of job satisfaction and loyalty to work organizational citizenship behavior on employee PT. Surya Sakti East Java, with a positive result.

2.2 Definition of Human Resource Management

Human resources management is an art that relates to all activities associated with humans. If in the company, this activity starting from the stage of selection of

candidates for the employee, up to termination of employment. This activity is useful for achieving an organization's goals with the human resources quality.

According to Sumarsono (2003: 4), Human Resources contain two meanings. First, it is the work effort or service that can be provided in the production process. In other respects HR reflects the quality of the effort given by a person in a certain time to produce goods and services. Second, concerning the human resources capable of being worked to provide such services or work effort. Able to work means being able to engage in activities that have economic activity, namely that these activities generate goods or services to meet the needs of the public.

Hasibuan (2003: 244) definition of Human Resources is an integrated capability of the intellect and physical power of the individual. Perpetrators and nature conducted by heredity and environment, while his performance was motivated by a desire to meet his satisfaction.

Thus, human resources are necessary for an organization to achieve its goals because any sophisticated technology is used, but if the human is not able to operate the device, then there will be no results.

2.2.1 Functions of Human Resource Management

According to Hasibuan (2001: 21) the functions of human resource management consist of:

A. Managerial functions

1. Planning

Everyone understands that planning is the most important part, and therefore consuming much time in the management process. For the human resources manager, planning means determining employee program (human resources) to help to achieve the goals or objectives of the organization. In other words, it is managing people who can handle the tasks assigned to each to obtain organizational tasks that have been planned.

2. Organizing

When a series of activities has been prepared to achieve the organization's goals, then for the execution or implementation of those activities should be arranged. Organizations as a tool to achieve goals effectively, therefore, in the functioning of the organization must be a clear division of work and responsibilities of the people or employees who will perform each activity.

3. Directing

To carry out planned activities, and that these activities to be effective it is necessary to directives (directing) of managers. In a large organization usually not possible briefing by the manager itself, but delegated to another person who is authorized to it.

4. Controlling

The control function is to regulate the activities so that the operations of the organization are expected to be going according to plan. Also, control is intended to seek a way out or a solution in case of implementation barriers.

B. Operational functions

1. Recruitment

Regarding the recruitment function, a human resource manager will aim to acquire the type and number of personnel or human resources appropriately, by the skills needed by the working units concerned. Therefore, the recruitment system which includes a selection must first be developed carefully.

2. Development

With the resources, which have been obtained by an organization, we need to hold employee development to a certain extent by the elaboration of the organization. The development of this valuable resource, in line with the development of the organization. If the organization wants to develop it should be followed by the development of human resources. Human resource development can be carried out through education and continuous training.

3. Compensation

Compensation is an important management function. Through this feature, the organization provides adequate remuneration and decent employees. This is reasonable because the employee as a human resources organization that has provided excellent services to the achievement of organizational goals. From the results of the study, although compensation not only in the form of material or money, the form of salaries is vital to improving the work.

4. Integration

Integration is a management activity that aims to reconcile the interests of employees in an organization. Now it is recognized alongside that in the

implementation of the organization's activities is often a clash of interest between employees and managers. For this reason, the importance of this integration function is to obtain an agreement back in the implementation of the organization's activities.

5. Maintenance

Abilities or expertise (skills) of the human resources that have been owned by an organization need to be maintained. Because of this capability is a valuable asset for the implementation of the tasks and goals of the organization. The maintenance functions including health insurance and safety of employees.

6. Termination of Employment (Separation)

An employee may not always work in a particular organization. At one point at least they should terminate the employment by way of retirement. For those reasons, the employee must return to society. The organization should be responsible for deciding the working relationship by the provisions in force, and to ensure citizens who returned it to be in the best possible circumstances.

A human resources manager must perform this function well.

Thus, human resources management function is all progress from the beginning until the last progress to make sure that human resources who working in a company have a good quality.

2.3 Definition of Job Satisfaction

Job satisfaction is the satisfaction level of the individual towards something in his work that has been accomplished properly.

According to Tziner (2006) in Tziner (2014: 557) job satisfaction is defined as the pleasurable or positive emotional state resulting from the overall evaluation of one's job or job experiences, and is a factor of the extent to which individual needs are met in the work setting. Consequently, it can be both intrinsic, deriving from internally mediated rewards such as the job itself, and extrinsic, resulting from externally mediated rewards such as satisfaction with pay stated by Porter and Kramer (2004) in Tziner (2014: 557).

2.3.1 Purpose of Job Satisfaction

According to Kuswadi (2004: 55) the purpose of employee job satisfaction are:

1. Identifying employee satisfaction as a whole, including about the level of the order of priority. These priorities can differ between employees from different fields in the same organization and the comparison between the one and the other organizations.
2. Knowing the perception of each employee of the company until the perception of how closely correspond to their expectations and how it compares with other employees.
3. Knowing what attributes are included in the critical category, which significantly influence employee satisfaction. Thus, overall employee satisfaction can be monitored and corrected in the future.
4. If it enables, companies can compare with the index belonging to rival corporations or other businesses.

2.3.2 Theory of Job Satisfaction

In this thesis, researcher will use the theory from Smith, Kendall and Hulin (in Luthans, 2006: 243) revealed that there are several dimensions of job satisfaction that can be used to reveal important characteristics about employment, where people can respond it. Those dimensions are:

1. Work Itself

Every job requires a certain skill in accordance with their respective fields.

Difficult or not a person's job and the feeling that the expertise needed to perform such work, will increase or decrease job satisfaction.

2. Supervision

A good boss, means that he wants to appreciate the work of his subordinates.

For subordinates, superiors can be regarded as a father / mother / friend and once his boss.

3. Workers

A factor, related to the relationship between the employer and the employee to another employee, either the same or a different type of work.

4. Promotion

A factor related to whether there is an opportunity to gain career advancement for work.

5. Pay

A factor of subsistence employees who are considered worthy or not.

Based on some sense of job satisfaction above, it can be concluded that job satisfaction is the emotional state of an employee about his work, which is

associated with the variables turnover, absenteeism, age, job level and the size of the organization.

2.4 Definition of Employee Loyalty

In this thesis, researcher will use the theory from Steers and Porter (in Kusumo, 2006) states that the incidence of workplace loyalty is influenced by four factors, namely:

1. Personal characteristics, including age, years of service, gender, the level of education, achievements of, races and several personality traits.
2. Job characteristics, such as the challenges of work, job stress, social interaction opportunities, job enrichment, identification of tasks, task feedback, and matches task.
3. The characteristic design company, concerning the company's internal it can be seen from decentralization, formalization level, the level of participation in decision-making, at least have shown varying degrees of association with corporate responsibility, functional dependency and control functions of the company.
4. Experience gained in the work, including a positive attitude toward the company, confidence in a positive attitude toward the company, a sense of security.

Based on the definition above, it can be concluded that loyalty consists of 4 things, personal characteristic, job characteristic, the characteristic design company and experienced gained in the work.

2.4.1 Aspects of Work Loyalty

Loyalty aspects of work contained in the individual which focuses on the implementation of the work done by other employees:

1. Obey the rules. Any policies applied in the company to facilitate and regulate the course of execution of the duties of the management company adhered to and implemented. This situation will lead to discipline that benefited the organization both internally and externally.
2. Responsibility in the company. Job characteristics and performance of its duties have consequences imposed upon the employees. The ability of employees to perform well and the awareness of any risk of execution of their functions will provide an understanding of the courage and outreach are responsible for the risk of what has been done.
3. Willingness to cooperate. Working closely with the people in the group will enable the company to achieve goals that cannot be reached by individuals.
4. A sense of belonging, a sense of belonging to the company's employees will make the employees have an attitude to care for and responsible for the company that would eventually lead to loyalty to the achievement of business objectives.
5. Interpersonal relationships, employees who have the highest loyalty to their work will have a flexible attitude towards the relationship between persons. The relationship between this private includes: social relations among

employees, a harmonious relationship between employer and employee, employment situation, and the suggestion of a colleague.

6. Preference for employment, the Company should be able to face the fact that their employees every day come to work together as a whole person, in terms of doing the work to be done with pleasure as the indicator can be seen from the advantage of employees in the work, the employee did not demand what they receives excluding salaries in principal. (Soegandhi et al, 2013; 3)

Based on the definition above, it can be concluded that loyalty consists of 6 aspects, obey the rules, responsibility in the company, willingness to cooperate, a sense of belonging, interpersonal relationships, preference for employment.

2.5 Understanding of Organizational Citizenship Behavior

A business organization will be considered successful if its employees willing to perform their tasks outside their job description, such as helping coworkers, actively express opinions, and use their spare time to wisely.

Organizational Citizenship Behavior (OCB) is a free individual behavior, which is not directly or explicitly recognized by the award system and to promote the efficient functioning of the organization. (Organ, 1988; in Bolino, Turnley and Bloodgood 2002: 505)

In this thesis, researcher will use the theory from Organ et al. (2006: 105) as follows:

1. **Altruism.** The behavior of employees in helping colleagues who have difficulty in a situation that is being faced with both the tasks within the

organization as well as other people's personal problems. This dimension leads to the succor that is not an obligation borne.

2. **Conscientiousness.** The behavior exhibited by trying to exceed the company expected. Voluntary behavior which is not an obligation and a duty of employees. This dimension reaching far above and far ahead of the call of duty
3. **Sportsmanship.** Behavior that is tolerating less than ideal circumstances in the organization without submitting objections. Someone who has a high level of sportsmanship will increase the positive climate among employees, employees are more courteous and cooperate with others so that it will create a more pleasant working environment.
4. **Courtesy.** Maintaining good relations with colleagues to avoid interpersonal problems. Someone who has the dimensions of these is people who appreciate and care for others.
5. **Civic Virtue.** Behavior that indicates responsibility in organizational life (following the change in the organization, take the initiative to recommend how the operations or procedures of the organization can be improved, and to protect the resources of the organization). This dimension leads to the responsibility given to an organization to improve the quality of work that occupied.

From the description above can be said that the Organizational Citizenship Behavior is an attitude which will be owned by an employee who has a sense of ownership with which he works for, so that he can perform tasks outside that already specified.

2.5.1 Factors of Organizational Citizenship Behavior

A. Culture and Organizational Climate.

According to the Organ (2006: 141), there is strong evidence that suggests that organizational culture is a key precondition to trigger the Organizational Citizenship Behavior. (Sloat, 1999: 20) argues that employees tend to perform actions that go beyond their job responsibilities if they:

1. Satisfaction at work.
2. Receiving treatment sporty and full attention from their supervisor.
3. Belief that they are treated fairly by the organization.

B. Personality and mood.

Personality and mood have an influence on the incidence of OCB behaviors, individually or in groups. George and Brief (1992) (in Emanuel, Ariek 2011) argues that one's willingness to help others is also affected by mood.

C. Perceptions of Perceived Organizational Support.

Study Shore and Wayne (1993) (in Emanuel, Ariek 2011) suggests that the perception of the organizational support (Perceived Organizational Support / POS) can be a predictor of OCB. Workers who feel supported by the organization will provide reciprocal (feedback) and lower imbalance in the relationship to engage in citizenship behaviors.

D. Perceptions of the quality of the relationship or interaction between managers and employees. Miner (1988) (in Emanuel, Ariek 2011) suggests that the quality of a superior-subordinate interaction will result in the increase of job satisfaction, productivity, and employee performance.

E. Working time. Greenberg and Baron (2000) (In Emanuel, Ariek 2011) suggested that personal characteristics such as tenure and gender effect on OCB. The same thing also expressed by Sommers et al. (1996). (In Emanuel, Ariek 2011) working time can serve as a predictor of OCB for these variables represent the "measurement" of the "investment" of employees in the organization.

2.6 Conceptual Framework

2.6.1 Conceptual Framework

Conceptual framework is a narrative (description) or a statement (proposition) framework of solving problems that have been identified or formulated. Frame of mind or the thought in a quantitative study, will determine the clarity and validity of the research process as a whole. Through the description in the frame of mind, researchers can comprehensively explain what variables are investigated and of the theory of what variables were derived, and why the variables are examined. (official website of Universitas Pendidikan Indonesia)

According to Smith, Kendall and Hulin (in Luthans, 2006: 243) there are several dimensions of job satisfaction that can be used to reveal important characteristics about employment, where people can respond it. Those dimensions are:

1. **Work Itself;** Every job requires a certain skill in accordance with their respective fields. Difficult or not a person's job and the feeling that the expertise needed to perform such work, will increase or decrease job satisfaction.
2. **Supervision,** a good boss, means that he wants to appreciate the work of his subordinates. For subordinates, superiors can be regarded as a father / mother / friend and once his boss.
3. **Workers,** A factor, related to the relationship between the employer and the employee to another employee, either the same or a different type of work.
4. **Promotion,** A factor related to whether there is an opportunity to gain career advancement for work.
5. **Pay,** A factor of subsistence employees who are considered worthy or not.

Based on the explanation above, work itself, supervision, workers, promotion and pay are the aspect that include in job satisfaction.

Steers and Porter (in Kusumo, 2006) states that the incidence of workplace loyalty is influenced by four factors, namely:

1. Personal characteristics, including age, years of service, gender, the level of education, achievements of, races and several personality traits.
2. Job characteristics, such as the challenges of work, job stress, social interaction opportunities, job enrichment, identification of tasks, task feedback, and matches task.
3. The characteristic design company, concerning the company's internal it can be seen from decentralization, formalization level, the level of participation in decision-making, at least have shown varying degrees of association with

corporate responsibility, functional dependency and control functions of the company.

4. Experience gained in the work, including a positive attitude toward the company, confidence in a positive attitude toward the company, a sense of security.

Based on the explanation above, those are the aspects that may influence the work loyalty.

There are five dimensions of OCB by Organ et al. (2006: 105) as follows:

1. **Altruism.** The behavior of employees in helping colleagues who have difficulty in a situation that is being faced with both the tasks within the organization as well as other people's personal problems. This dimension leads to the succor that is not an obligation borne.
2. **Conscientiousness.** The behavior exhibited by trying to exceed the company expected. Voluntary behavior which is not an obligation and a duty of employees. This dimension reaching far above and far ahead of the call of duty
3. **Sportsmanship.** Behavior that is tolerating less than ideal circumstances in the organization without submitting objections. Someone who has a high level of sportsmanship will increase the positive climate among employees, employees are more courteous and cooperate with others so that it will create a more pleasant working environment.
4. **Courtesy.** Maintaining good relations with colleagues to avoid interpersonal problems. Someone who has the dimensions of these is people who appreciate and care for others.

5. **Civic Virtue.** Behavior that indicates responsibility in organizational life (following the change in the organization, take the initiative to recommend how the operations or procedures of the organization can be improved, and to protect the resources of the organization). This dimension leads to the responsibility given to an organization to improve the quality of work that occupied.

Based on the explanation above, those are the aspects that may influence the work loyalty.

Here is the conceptual framework that will explain the connection between job satisfaction, work loyalty and OCB:

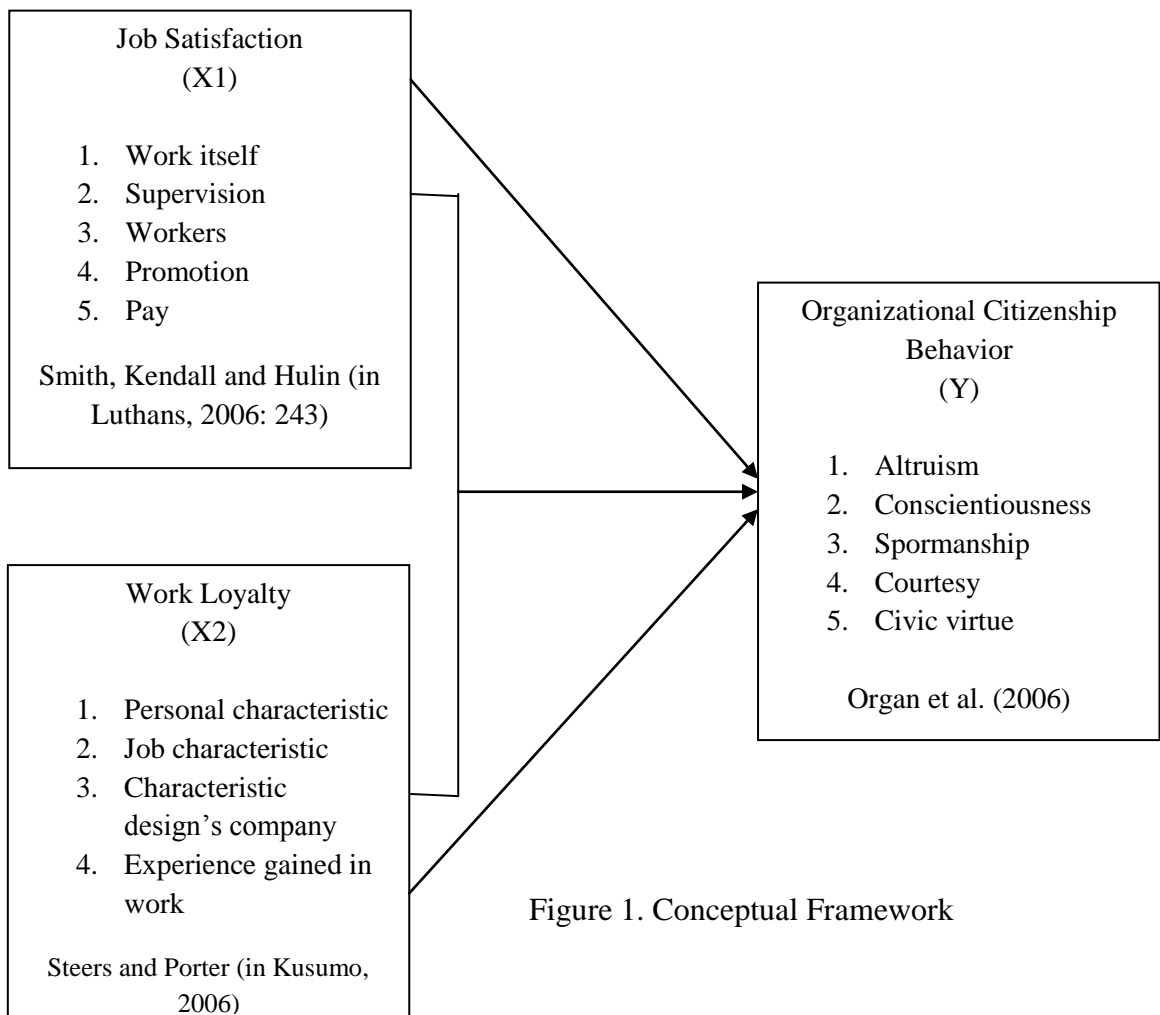


Figure 1. Conceptual Framework

2.7 Hypotheses

Based on the framework that has been presented, then the research hypothesis can be inferred from the above assumptions are as follows:

1. Job satisfaction has a positive effect on Organizational Citizenship Behavior employees of the Bank Indonesia Bandar Lampung Representative Office.
2. Work loyalty has positive effect on Organizational Citizenship Behavior employees of Bank Indonesia Bandar Lampung Representative Office.
3. Job satisfaction and work loyalty has simultaneously effect on Organizational Citizenship Behavior employees of the Bank Indonesia Bandar Lampung Representative Office.

Chapter III RESEARCH METHODS

3.1 Research Object

This study sampled in Bank Indonesia Bandar Lampung Representative Office study on employee, at Jl. Wage Rudolf Supratman, Bandar Lampung, Lampung 33221. Bank Indonesia Bandar Lampung Representative Office opened on December 2, 1961, in the period of Guided Democracy. At that time, Bank Indonesia opened many branches in the area by the ongoing political developments. Once open, Bank Indonesia Bandar Lampung Representative Office called Teluk Betung Office. Bank Indonesia Bandar Lampung Representative Office is carrying out its role as an arm or a miniature of the head office of Bank Indonesia.

3.2 Source of Data

Source data is raw data (sometimes called atomic data) that has not been processed for meaningful use to become information. In this research, the researcher using primary data and secondary data.

a. Primary Data

According to Hamdi (2014: 49) is data obtained directly from the respondent. Primary data may be the subject of opinion people individually or in groups, on the observation of an object, event or activity, and test results. In this study, the

data used is primary data which is data sourced directly from the Bank Indonesia Representative Office of Lampung.

b. Secondary Data

Secondary data are generally not designed specifically to meet specific research needs. All or some aspects of the secondary data may not correspond with the needs of a research (Sangadji and Sopiah, 2010: 172). In this study using secondary data study of literature, journals, literature relating to the cases and other documents that information can be retrieved through the on line system (Internet).

3.3 Population and Sample

According to Sugiyono (2012: 389), population is generalization region consisting of objects or materials that have certain qualities and characteristics defined by the researchers to learn and then drawn conclusions. According to Sangadji and Sopiah (2010: 186) sample is part of a number of characteristics possessed by those populations. This study uses non-probability sampling. For this research, it will be 73 person who will be a correspondent.

3.4 Data Collection Method

Data collection is the process of gathering and measuring information on targeted variables in an established systematic fashion, which then enables one to answer relevant questions and evaluate outcomes. It help researcher to collect the main

points as gathered information. This research are using questionnaires and interview methods.

A. Questionnaires

Questionnaire method is a way to collect primary data use a set list of questions regarding the variables measured through careful planning, prepared and packaged in such a way, the answers to these questions can really describe state the actual variable (Mustafa, 2009: 99). This questionnaire is adapted by the previous research which done by Soegandhi (2013) with the title of The Influence of Job Satisfaction and Work Loyalty on Organizational Citizenship Behavior in PT Surya Timur Sakti East Java. In this study, researchers used questionnaires to sample working in Bank Indonesia Representative Office Lampung.

B. Interview

According to Esterberg (2002: 35) interview is a meeting between two people to exchange information and ideas through question and answer so that it can be constructed meaning in a particular topic. The interview was used as data collection techniques if researchers want to conduct a preliminary study to find a problem that should be investigated and if researchers want to know the things of the respondents deeper. The object of this interview is the Human Resources Manager, to determine the behavior of employees in demonstrating OCB in companies and appreciation shown to company employees.

3.5 Operational Definition and Measurement of Variables

The operational definition of variables is a variable definition that gives an overview of how a variable to be measured, so the variable must have understanding very specific and measurable (Mustafa, 2009: 40). Based on the formulation of the problem and the hypothesis proposed in this study, the variables in this study consisted of the independent variable (X), namely job satisfaction (X1) and employee loyalty (X2), and the dependent variable (Y) that organizational citizenship behavior.

Table 3. Operational Definition and Measurement of Variables

Variable	Indicators	Likert Scale
Job satisfaction	<ol style="list-style-type: none"> 1. The work itself 2. Supervision 3. Workers 4. Promotion 5. Pay Smith, Kendall and Hullin (in Luthans, 2006:243)	5: Strongly Agree (SA) 4: Agree (A) 3: Neutral (N) 2: Disagree (DA) 1: Strongly Disagree (SDA)
Job loyalty	<ol style="list-style-type: none"> 1. Personal Characteristic 2. Characteristic of Work 3. Characteristic of the design company 4. Experience gained in the work Steers and Porter (in Kusumo, 2006)	5: Strongly Agree (SA) 4: Agree (A) 3: Neutral (N) 2: Disagree (DA) 1: Strongly Disagree (SDA)
Organizational Citizenship Behavior	<ol style="list-style-type: none"> 1. Altruism 2. Conscientiousness 3. Sportsmanship. 4. Courtesy 5. Civic Virtue Organ et al. (2006)	5: Strongly Agree (SA) 4: Agree (A) 3: Neutral (N) 2: Disagree (DA) 1: Strongly Disagree (SDA)

3.6 Research Instruments

Instrument is the generic term that researchers use for a measurement device, consider that the instrument is the device and instrumentation is the course of action (the process of developing, testing, and using the device). This research are using validity test, reliability test and normality test.

3.6.1 Validity Test

According to Mustafa (2009: 164) the validity of the test is a measure of how precise the instrument is capable of generating data in accordance with the actual size to be measured. Valid or not an instrument capable of measuring depends on whether or not the gauge reaches the desired destination with precise measurements, because a valid measuring instrument has high validity.

Conversely, a less valid measuring tool means having a low validity. According to Sudarmanto (2005: 79) to test the validity of the research instrument or gauge data can use the product formula coefficient Moment Of Correlation as follows:

$$r_{xy} = \frac{n \cdot \sum xy - (\sum x)(\sum y)}{\sqrt{[n \cdot \sum x^2 - (\sum x)^2][n \cdot \sum y^2 - (\sum y)^2]}}$$

Explanation :

r_{xy} = Correlation index between the two hemispheres are correlated

x = Scores for assessment to the question i

y = The total value for all the questions

n = The number all respondents

With decision-making criteria as follows:

1. If r counting $>$ table r , so the questionnaire is valid.
2. If r counting $<$ table r , so the questionnaire is invalid.

And also using communalities table to support the validity.

3.6.2 Reliability Test

According Sugiyono (2010: 172) the reliability of the pertinence and accuracy of measuring instruments. Reliability tests performed to determine the consistency and accuracy of measurements, if measurements performed on the same object and repeatedly with the same instrument. A questionnaire said to be reliable or reliable if someone answers to questions are consistent or stable over time. SPSS provides the facility to measure the reliability of the statistical test Cronbach Alpha (α). A construct or variable said to be reliable if it provides value (α) of 0.70. The formula used is:

$$r_{11} = \left[\frac{k}{k-1} \left[1 - \frac{\sum \sigma b^2}{a^2} \right] \right]$$

Explanation :

r_{11} = Instrument Reability

k = Total Questions

σt^2 = Total Variance

$\sum \sigma b^2$ = The number of grains of variance

With decision-making criteria as follows:

1. If the value of the overall Cronbach Alpha > Cronbach's alpha If the item deleted, then the otherwise reliable.

2. If the overall value of Cronbach Alpha < Cronbach's alpha If the item deleted, then declared unreliable.

3.6.3 Normality Test

According Ghozali (2011: 160), the normality test aims to test whether the regression model, or residual confounding variables have a normal distribution, if this assumption is violated, the statistical test to be invalid for a number of small samples. Normality data test is done by using Kolmogorov-Smirnov. To ease the statistical calculation, the analysis undertaken in this study will be treated with the help of statistical software SPSS 16.0 for Windows. A normal distribution of data declared if Asymp Sig (2-tailed) Kolmogorov-Smirnov calculation result is greater than $1/2\alpha$.

3.7 Methods Analysis

Methods analysis is a way to analyze the data that already collected, in order to know the result of the research itself. In this research, are using quantitative analysis, F test and T test.

3.7.1 Quantitative Analysis

Quantitative analysis is performed to determine and quantify the effect of independent variables on performance. The method used is multiple linear regression. General equation of multiple linear regression are as follows:

$$Y = \alpha + b_1 X_1 + e$$

$$Y = \alpha + b_2 X_2 + e$$

$$Y = \alpha + b_1 X_1 + b_2 X_2 + e$$

Explanation :

Y = Organizational Citizenship Behavior

α = constant

b1 = coefficient X1

b2 = coefficient X2

X1 = Job satisfaction

X2 = work loyalty

e = error

3.7.1.1 F Test

F test is used to determine the influence of the independent variables together (simultaneously) on the dependent variable. Significant means the relationship can apply to the population. Use of the level of significance vary, depending on the desire of researchers, namely 1%, 5% and 10%. For example, we use a 5% significance level (0.05), if the probability value >0.05 , it can be said there is significant influence jointly between the independent variables on the dependent variable. If significant value <0.05 , no significant difference between the independent variables on the dependent variable. F test can be done with the help of SPSS software. F test can be searched by the formula:

$$F \text{ count} = \frac{R^2/k}{(1-R^2) / (n-k-1)}$$

Explanation:

R^2 = coefficient of determination

n = total data

k = the number of independent variables

3.7.1.2 T-test

The t-test was used to check the partial each variable. T value or significance probability <0.05 , it can be said that there is influence between independent variables on the dependent variable partially if the probability value or significance $t > 0.05$. It is said that there is no significant influence of each independent variable to dependent variable. Same case with F test, t test can also be done with the help of SPSS software. Rated T can be calculated by the following formula:

$$T \text{ count} = \frac{b}{\sigma b}$$

Explanation:

b = regression coefficient dependent variable

σb = the standard deviation of the independent variable regression coefficient.

Chapter V

CONCLUSIONS, SUGGESTIONS AND LIMITATIONS OF RESEARCH

5.1 Conclusions

Based on the results of research and discussion on job satisfaction and loyalty work on OCB in Bank Indonesia Bandar Lampung Representative Office, it can be concluded that this research accepted the hypothesis:

1. Job satisfaction has a positive effect on Organizational Citizenship Behavior employees of the Bank Indonesia Bandar Lampung Representative Office.
2. Work loyalty has positive effect on Organizational Citizenship Behavior employees of Bank Indonesia Bandar Lampung Representative Office.
3. Job satisfaction and work loyalty has simultaneously effect on Organizational Citizenship Behavior employees of the Bank Indonesia Bandar Lampung Representative Office.

5.2 Suggestions

Based on the discussion that has been described, then the advice that can be given by the researcher are:

1. The response of respondents to job satisfaction variables largely agreed on indicators of job satisfaction. This means that the respondents agree on job satisfaction. The average score of respondents amounted to 53.16 the high category. However, there are some indicators that need to be done periodically survey is about my job is useful for the department where I work. This is done

in order to improve the behavior of Organizational Citizenship Behavior.

2. The response of respondents to the variable employee loyalty largely agreed on indicators of employee loyalty. This gives the impression that the respondents agree about the loyalty of employees. The average score of respondents amounted to 57.75 the high category. However, there are some indicators that need to be done periodically survey is about the knowledge of employees about existing activities in Bank Indonesia. This is done in order to improve the Organizational Citizenship Behavior.
3. In a subsequent study, especially for those interested to examine the back of the variables job satisfaction and employee loyalty on Organizational Citizenship Behavior in order to further develop the independent variables other than research model. Given that this research model independent variables affect only 80% of the dependent variable and the remaining 20% can be explained by other variables. The author suggested to the researchers next have to focus on indicators that provide such influence that contribute to the work of the department and information activities in the company.

5.3 Research limitations

1. There are limitations to the research by using questionnaires that sometimes the answers that respondents do not show the real situation.
2. It is expected for the next researcher to use a better reference for variable job satisfaction.
3. For further research, the authors suggest to fix things lack in this study to be better.

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