Work Status, Satisfaction and Organizational Citizenship Behavior

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Work Status, Satisfaction and Organizational Citizenship Behavior: A Case Study on Bangka Islamic Bank, Province of Bangka Belitung

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ABSTRACT

Permanent employees and contract employees plays an important role in the company. Therefore, every company must keep and maintain all the employees in order to be able to contribute as expected by the company. Good employees are not only able to do their duties and responsibilities, but willingly able to demonstrate an attitude beyond their duties and responsibilities as a form of sympathy to colleagues and companies. Attitude shown by employees voluntarily, without coercion and not related to salary or reward system, better known as organizational citizenship behavior (OCB). In the face of increasingly fierce competition, especially the banking sector, which is closely related to the ability of employees serving customers, OCB attitude that employees are needed to win the competition. But not easy to create the attitude of OCB employees. Many factors affect the attitude of OCB, such as work status and level of employee satisfaction. The purpose of this article to examine whether work status (permanent and contract) have a different level of satisfaction? Is there any difference OCB attitude shown by employees permanent and contract? Whether employee satisfaction has significant positive effect on the attitudes of employees OCB? Especially social satisfaction, extrinsic satisfaction (ES), and intrinsic satisfaction (IS). By using the 49 employees (30 permanent and 19 contract), Islamic Bank of Bangka, using descriptive quantitative analysis, the results showed that there was no difference in satisfaction and OCB attitudes among permanents employees and contract. Regression results indicate that social satisfaction and ES has a positive relationship to the attitude of OCB employees but not significant because P > 0.05 (respectively 0.075 and 0.07). IS showed a negative and significant relationship to the OCB (P < 0.05 level). However the results of ANOVA test, the all of employees satisfaction (social satisfaction, ES, IS) has a positive and significant relationship to the OCB, P < 0.05 level (0.029).

Keywords: Work Status, Social Satisfaction, Extrinsic Satisfaction, Intrinsic Satisfaction, Organizational Citizenship Behavior
JEL Classifications: D23, J28, J62

1. INTRODUCTION

The banking industry is a very dynamic industry because they always face a very tight competition. Each bank is required to face the competition and capable of evolving as expected. The Competition is not only with government or private banks, but also by foreign banks. The bank as a financial institution which engages in raising funds and distribute it back to the public should be aware of the importance of service to customers. The service is not only the responsibility of the front office or marketing division, but including all components such as the parking attendants, security, and office boy. Therefore, having a qualified employee is important to win the competition. The qualified human resources is not only able to do the tasks that are responsible with the job description, but must be able to demonstrate an attitude of responsibility beyond the formal as had been required by the company.

Employees who work in accordance with the duties and responsibilities called by in-role behavior (IRB). While, employees

who demonstrate an attitude outside of the main duties and responsibilities has nothing to do with a system of reward and compensation, but it is very beneficial for the company called extra-role behavior (ERB). ERB is called the Organizational Citizenship Behavior (OCB) (Organ, 1988). But to get the human resources in line with expectations is not easy, it's need the higher cost and longer time. This causes the Bangka Islamic Bank using the service of contract employees. Although the contract employee is not the main employee but as a supporting staff such as marketing, security, office boys, and the driver, but their presence is needed for the continuity of operations of the Bangka Islamic Bank.

2. THEORETICAL BACKGROUND, MODEL AND HYPOTHESES RESEARCH

This journal discusses three theories, namely: OCB, work status and work satisfaction.

2.1. OCB

The concept of OCB (here in after abbreviated OCB), first written by Barnard (194), Barnard found that employee willingness for cooperation is essential to the effectiveness and the realization of the goals of the organization. Further supported by Katz (1964), that takes into account the importance of spontaneous and innovative behavior, employees who go beyond the requirements of a formal role but it is necessary for `the effectiveness of the organization. Then Bateman and Organ (1983), the term "OCB" was first introduced. Although the term OCB introduced on the 80s, but the 90s OCB research began in earnest until today (Chang and Chelladurai, 2003).

OCB is still an interesting topic for research (Bachrach et al., 2001), due to the impact of OCB that different from one organization to another (Chang and Chelladurai, 2003). Many things can be associated with OCB examined whether related to individual behavior with the organization, as well as between individuals as relations with colleagues.

OCB as the behavior of employees do outside the description of formal jobs that can improve organizational effectiveness (Organ, 1988), so that the various factors that cause the individual to behave, such factors affective and cognitive employees have a component in the measurement of job satisfaction, while job satisfaction has the relation with OCB measurement. From both of these factors turned out to be the affective (mood state) of employees at work has stronger influences than the cognition of employees of OCB (Organ and Konovsky, 1989; Moorman and Byrne, 2005).

Organizational commitment is also having a positive influence on OCB (Organ and Konovsky, 1989); (Williams and Anderson, 1991); (Zeinabadi, 2010); Salehi and Gholtash, 2011). Furthermore, Najafi et al. (2011) adds a variable OCB Organ and Konovsky (1989), William and Anderson (1991), it is not only the commitment of the organization, but the psychological empowerment, and justice organization, job satisfaction as a mediator of the OCB.

Meanwhile, job burnout has the negative impact to OCB (Salehi and Gholtash, 2011). Furthermore, the results of other studies have shown that the collective dimension of organizations such as beliefs, values, and the norm each contributing to the four dimensions of OCB, namely: Interpersonal helping, individual initiative, personal industry and loyal boosteriasm (Moorman and Blakely, 1995).

From the leadership point, altruism (the opponent ego properties) owned by a leader who is fair and (compliance) is the dimension in OCB (Farh et al., 199). Likewise with Boerner et al. (2008), he conducted research on the relationship charismatic leadership style, stress and OCB. The results showed that charismatic leadership style significantly on employee OCB. But stress is not able to mediate the relationship between charismatic leadership style and OCB, but the strain (strain) and stress can reduce employee OCB employee behavior. So, transformational leadership, social skills leader (leader's social skills) and emotional stability (Krishnan and Arora, 2008) leadership is significantly affect the OCB employees.

From the aspect of the cultural, social beliefs as a member in the group is a predictor of OCB dimensions, both of IRB and the ERB. Because of that the influence of culture have an impact on the perception of employees with OCB (Kwantes et al., 2008). Another case that has been done by the Mahdiuon et al. (2010), they studied the effect of the relationship between the dimensions of OCB personable staff. The results show that there is a positive relationship between OCB with the five dimensions of personality (agreeableness, consciousness, openness and extraversion), while neuroticism has a negative relationship with OCB. Through their research also concluded that three of the five personality dimensions, namely: Agreeableness, consciousness, openness is a predictor of OCB. While the implementation of the OCB shown by the team can improve the integration of organizational climate and effectiveness of project management so as to the success of organization's information systems that have an impact on information quality, system quality and individual impact. The study has shown that there is a correlation between OCB with Information System Success (Yen et al., 2008). Almost similar to Yen et al. (2008), that agreeableness stronger influence on OCB-I (individual), while conscientiousness stronger influence on OCB-O (organization). But in overall, the relationship between Agreeableness and conscientiousness have the stronger influence on OCB if there are mediators of job satisfaction (Ilies et al., 2009). Apparently, the standardization work is able to explain the variance OCB (Chen et al., 2009) and communication formal-informal influence the personal satisfaction, group and organization in communication, which creates the satisfaction in communicating that affect the dimensions of OCB (Kandlousi et al., 2010). Different with Kandlousi and previous researchers, by Ahmad and Orange, 2010, OCB and organizational commitment is a variable that affects the rate of turnover. Emotional intelligence owned by managers positively affects all dimensions of OCB but the effect was not significant (Korkmaz and Arpacı, 2009). In educational institutions, there is a significant relationship with school performance OCB (Khazaei et al., 2011). Involvement

of employees in the work influences OCB (Kataria et al., 2012). As well as learning organizational and intelligence (intelligence) influence OCB employee (Sabounchi et al., 2014). Furthermore, the integrity of the leadership affect the effectiveness of the leadership moderated by traditionality follower/subordinate, after that, the effectiveness of the leadership affects the OCB followers (followers OCB) (Zhang et al., 2014).

There is a strong link between employee psychological contract and OCB, so that through the psychological contract and OCB, employees can increase commitment that can ultimately achieve organizational goals. Managers must maintain the psychological contract which is owned by the employees in order to stay in tune with OCB-O (Lub et al., 2011); (Hui et al., 2004); (Turnley et al., 2003); (Van Dyne and Pierce, 2004).

Almost the same as previous study, Zeinabadi and Salehi (2011), which focused its research to examine whether the role of stress affect the performance is then directed to the effects of stress on the OCB, research results show that role ambiguity and role conflict (component stress) have a negative impact on OCB, meaning that the higher employee stress and conflict, it will decrease the role of extra employees who are experiencing stress to colleagues. Perceptions about the organization and the happiness of employees is predicted by OCB (Rego et al., 2012); the importance of reliance on the task of influence OCB (Bachrach et al., 2012); 2 perspectives of motivation: Egoism and altruism underlying employee OCB (Lemmon and Wayne, 2014). Sense of nationality, the role of the centrality of work, locus of control is the work of those dimensions OCB (Blakely et al., 2005). Satisfaction formal and informal communication within the organization affect OCB (Kandlousi and Ali, 2010); There is a correlation between OCB and the level of emotional intelligence (Yaghoubi et al., 2010). Job involvement mediates the relationship between job characteristics and OCB (Chen and Chiu, 2009); Job satisfaction mediates the relationship between personality and employee OCB (Ilies et al, 2009); Likewise with conflict in small groups and demographic influences OCB group (Choi and Sy, 2010); as well as organizational politics and organizational support as a predictor of attitude, performance and OCB (Randall et al., 1999). Furthermore, the opinion Mehranpour et al. (2014), which investigates the relationship between elements of OCB and organizational characteristics (individualism and collectivism) and individual characteristics (leadership voluntary and optional behavior outside of official duties.

Attitude OCB-O (organization) and OCB-S (supervisor) is preceded by a sense of obligation and altruism (altruistic) either by the employee and the supervisor of the organization (Lemmon and Wayne, 2014). Furthermore it turns out, the practices of leadership affect the OCB where organizational commitment as a mediator (Al-Sharafi and Rajiani, 2013). Individualism/collectivism, job satisfaction and demographics are forming construct of OCB (Jena and Gowami, 2014). Then, individual OCB will create value and trust the group and influence the roles in the group. In the end, each group within an organization OCB will establish Union Citizenship Behavior (Snape, 2014).

2.2. Work Status
There are two types of employees, namely: Permanent employees and temporary employees. As for the non-permanent employees are often referred to as contract employees or outsourcing. This journal, using the term contract for employees who are not permanent. This method is becoming trends in Human Resource Management. Many companies do this method for any reason: Saving costs, saving time, companies are more focused, and increases the waiter to consumers as the main reason to use a method of contract (Belcourt, 2006). The same thing also expressed by (Kakabadse and Kakabadse, 2005).

Many studies have attempted to compare between permanent employees with contract employees. Such as research by Chambel and Castanheira (2006), which tested the contract employees and permanent employees, the results show that there is a difference in treatment between permanent employees with contract employees. Contract workers have fewer opportunities for promotion, career development, and long-term employment compared to permanent employees. So also with the level of socio-emotional, contract employees have socio- emotional level lower than that of permanent employees. But from the psychological contract, a contract employee has a psychological contract is more powerful than the permanent employees. Conway and Rob (2002) compared the work attitude of permanent employees and contract employees, the results show that the level of job satisfaction and commitment showed no differences between them, but for the psychological contract, both permanent employees and contract workers no difference. From the point of treatment management, (Alexandrov et al., 2007), which has been testing the effects of frontliner employee that focused on permanent employees contract employees, the results of management's attention have a significant effect on the employee's desire to move. For permanent employee, the management paid more attention than the contract employees, it is a negative impact on the level of customer satisfaction. For permanent employees, the desire to move is smaller than contract employees. Management attention to permanent employees is greater.

Contract employees term in this journal is not an existing permanent employees working ties with the Bangka Islamic Bank, and not on third parties. They contracted for 2 years (extendable) and contract employee performance evaluation and compensation are regulated by Bangka Islamic Bank. While the outsourcing employees are employees that bind to and attached to the third party and placed in a company. The Law's regulation about outsourcing as follows: "The Company may subcontract part of the work to another company through an agreement contract of work or provision of services worker/laborer made in writing" (Undang-Undang No. 13/2003).

2.3. Work Satisfaction
In essence, humans have a lot of variation and unlimited need. Humans use all the ability to satisfy their needs. Human need is everything you want to have, be achieved and enjoyed, so that people have to do activities with the work. Job satisfaction is basically something that individual. Each individual has a level

of satisfaction varies according to the value system that applies to him. The higher the assessment of the perceived activities in accordance with the wishes of individuals, the higher the satisfaction with these activities (Rival and Sagala, 2010). Experts Human Resource Management and organizational behavior provide a definition or concept of job satisfaction have the same meanings contained in the definition expresses. Experts agree that job satisfaction is an attitude and a general feeling of a worker on the job. Some definitions put forward by the experts are as follows: (a) Job satisfaction is a state the resulting of employees' perception of how well Reviews their job Provides Reviews those thing are Viewed as important (Luthans, 2011), (b) job satisfaction as a positive feeling about one's job the resulting from an evaluation of its characteristics (Robbins, 2009), (c) Job satisfaction is a pleasurable feeling that results from perception that fulfills one's job or Allows of ones's important job values (Noe, 2010).

Many of the factors that lead to job satisfaction. One of them, according Luthans (2011) is as follows: (a) The work itself, the extent to the which the job provides the individual with interesting tasks, opportunities for learning, and the change to accept responsibility, (b) pay, amount of financial remuneration that is received and the degree to the which this is Viewed as equitable vis-a-vis that of others in the organization, (c) promotions, the chances for advancement in the organization, (d) supervision, the abilities of the supervisors to provide technical assistance and behavioral support, and (e) coworkers, the degree to roomates fellow workers are technically proficient and socially supportive.

Schnake (1983), revealed three dimensions of job satisfaction, namely: (a) Social satisfaction (SS), the satisfaction obtained over the value of friendship, the treatment of colleagues and the respect and appreciation of the leadership, (b) extrinsic satisfaction (ES), satisfaction is obtained in the form of salaries, allowances, bonuses in the form of financial and (c) itrinsic satisfaction (IS), the satisfaction obtained outside the SS and extrinsic such as: The opportunity to learn things that are new, a chance to develop, and the opportunity to be part of the preparation of a chance.

many previous studies related to job satisfaction. Variabel perceived organizational support (POS) and leader member exchange (LMX) is a predictor of job satisfaction and OCB banking sector in Pakistan (Shaukat et al., 2012). Job satisfaction is affected by: (a) Personal factors (sex, age, religion, time of job and education, (b) Factors inherent in the job (type of work, skilled required, occupation status, commitment to the organization, present place of work, and size organization, (c) Controllable by management (security, pay, opportunity for advancement, supervision, working condition, co-workers) (Islam et al., 2011). satisfaction effect on OCB moderated by a team commitment (Foote and Li- Ping Tang 2008). Nasiri et al. (20 examine the relationship of ethical leadership, job turnover, job satisfaction and OCB, the research results indicate that job turnover positive significant effect on OCB, while ethical leadership and satisfaction was not ificant OCB. Intrinsic effect on satisfaction and extrinsic job satisfaction is a very important predictor of the attitudes OCB (Mohammad et al., 2011).

2.4. Model of Research
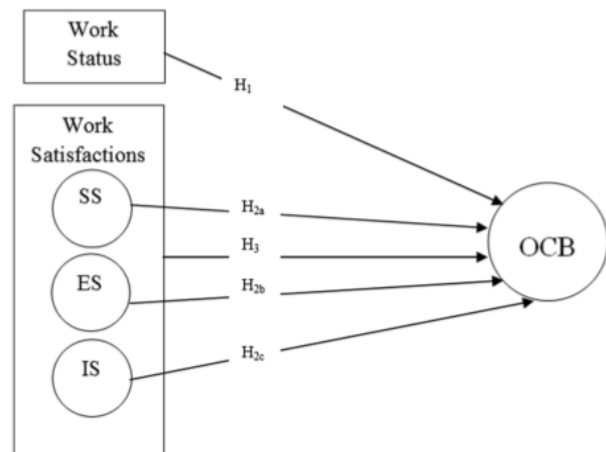
SS = Social satisfactions, ES = Extrinsic satisfactions, IS = Intrinsic satisfactions

2.4.1. Hypothesis

H_1: The status of permanent employees have higher OCB attitude than the OCB attitude shown by a contract employee at Bangka Islamic Bank, Bangka Belitung Islands.

H_{2a}: SS has positive influence on OCB, and employees still have higher levels of SS than the contract employee at Bangk Islamic Bank, Bangka Belitung Islands.

H_{2b}: ES has the positive effect on OCB, and employees still have ES level higher than the contract employees at Bangka Islamic Bank, Bangka Belitung Islands.

H_{2c}: IS has the positive effect on OCB, and employees still have IS level is higher than the contract employees at Bangka Islamic Bank, Bangka Belitung Islands.

H_3: Satisfaction has the positive influence on OCB permanent employees and contract employees at Bangka Islamic Bank, Bangka Belitung Islands.

3. RESEARCH METHOD

This research uses the descriptive quantitative method. Respondents use the 49 employees of Bangka Islamic Bank, Bangka Belitung province, consists of 30 permanent employees and 19 contract employees. 60 questionnaires distributed questionnaires and return as much as 53 questionnaire (response rate = 88.33%), which can be processed only 49 questionnaires. A questionnaire using a Likert scale of 5 points. Questionnaire regarding job satisfaction questionnaire Schnake (1983), while a questionnaire about OCB questionnaire and Organ (1988).

Seeing the difference between permanent and contract employees, the data is divided into 2 parts. Each piece will be the average of respondents' answers, then compared between permanent employees and contract employees. Respondents will be around 1-5 points. The magnitude of the interval is determined as follows:

$$\frac{\text{Maximum score} - \text{Minimum score}}{\text{Maximum score}} = \frac{5-1}{5} = \frac{4}{5} = 0.8$$

Respondents interval answers:

Range score	Satisfaction	OCB
1.00-1.80	Highly dissatisfied	Very low
1.80-2.60	Dissatisfied	Low
2.60-3.40	Moderately satisfied	Moderately high
3.40-4.20	Satisfied	High
4.20-5.00	Highly satisfied	Very high

Examine the influence of the independent variables to the dependent variable using multiple regression analysis (multiple regression). When testing the influence of variables, using the overall data, the data is not separate.

4. RESULTS AND DISCUSSES

The following table shows average results response answer for OCB, SS, ES, IS permanent employees and contract employees.

4.1. Analysis for H_1
Table 1 shows that the average score OCB for permanent employees and contract employees respectively by 3.96, so there is no difference between the behavior of OCB permanent employees and contract employees. Hypothesis 1 rejected. Bangka Islamic Bank is a bank that stands by Islamic Sharia, so that all employees both permanent employees and contract workers already understand the vision and mission of the bank is aiming to run the Islamic Sharia. Mutual support, respect and appreciation between colleagues and leaders are already inherent in the individual behavior of employees. Employee's job status is not a barrier to doing good between colleagues.

Contract employee's status that only 2 years (although it could be extended again), does not give rise to a sense of unrest in the work. Employment status of contract workers do not interfere with the behavior and attitude of the employees. There is no difference between permanent employees and contract employees. This is contrary to the opinion Conway and Briener (2000), that the status as contract employees can influence attitudes, motivation, psychological contract and employee performance (Conway and Briener, 2002). The attitude in question is included OCB employee behavior.

4.2. Analysis for H_{2a}
SS is an employee satisfaction derived from the values of friendship, good treatment of colleagues and the respect given by pimpinana (Schnake, 1983). The Table 2 shows t test for each variable.

T-test in Table 2 (the result of t-test) shows that SS are not significantly influential to the OCB because the P = 0.075 level

Table 1: OCB, SS, ES, and IS between permanent and contract employees

Variables	Permanent employees		Contract employees	
	Score	Indicator	Score	Indicator
OCB	3.96	High	3.96	High
SS	3.75	Satised	3.85	Satisfied
ES	3.57	Satised	3.56	Satisfied
IS	3.45	Satised	3.59	Satisfied

above 0.05 (P > 0.05). But the relationship between SS and OCB positive. If SS has increased, the OCB behaviors will increase. Friendship, respect and good treatment from co-workers have a positive impact on the attitude of OCB. A sense of faith and co-religionists who had been nurtured in Bangka Islamic Bank has been cultivating a strong sense of brotherhood between employees and management. 5 factors that cause job satisfaction (Luthans, 2011), namely: The work itself, pay, promotion, supervision and co-worker, capable increase, but only co-worker and supervision that can improve the attitude of OCB employees.

Table 1 shows that the average score of SS for permanent employees amounted to 3.75 and 3.85 for contract employees. Based on the table that statistically SS permanent employee < employee contracts, though both equally feel "satisfied" work at Bangka Islamic Bank. So the hypothesis 2a partially rejected.

4.3. Analysis for H_{2b}
ES positive effect on OCB but not significantly. Table 2 shows that ES has P = 0.07 over 0.05 (P > 0.05). The bigger the salary, allowances, bonuses and other forms of financial compensation has increased OCB attitude, though not significant. That is, any form of remuneration and financial reward is not the main factor that can improve and cultivate an attitude of OCB. If the salaries, allowances and bonuses raised, will not have a major impact on the increase OCB employee attitudes. The average ES permanent employees is 3.57 and contract employees is 3.56. (ES permanent employees > contract employees. Hypothesis 2b accepted.

4.4. Analysis for H_{2c}
Opportunities to learn new things, an important part of a decision, and the opportunity to do a job that is challenging is an indicator of IS. This satisfaction outside of SS and ES. Table 2 shows that the IS significant negative effect on OCB. Regression results show IS has P = 0.04 (P < 0.05) and $\beta = -1.1618$. The greater the opportunity to learn new things and challenging occupations the lower the OCB behaviors exhibited by employees. If we look at Table 1, permanent employees and contract employees equally "satisfied" on IS, but the score IS employees remained < than contract employees, so H_{2c} rejected.

4.5. Analysis for H_3
Based on Table 3 the amount of adjusted R^2 is only 12.5%. This means that only 12.5% satisfaction variables are able to explain OCB, the remaining 87.5% of other variables outside the research. However, the relationship between the variables of satisfaction with the OCB positive and significant for the F significant change 0,029 below the 0.05 level (Sig. F Change < 0.05). Hypothesis 3 is accepted. The test results are in line with results of previous studies of several researchers such as: Salehi and Gholtash, 2011), (Shaukat et al., 2012), (Organ and Konovsky, 1989), (Williams and Anderson, 1991), (Zeinabadi, 2010).

Various factors that influence the behavior of OCB in addition to job satisfaction, adherence to duty affects OCB (Farh et al., 1990); Psychological empowerment, organizational justice and satisfaction influence OCB (William and Anderson, 1991); OB is also influenced by the style of charismatic leadership,

Table 2: The result of t-test

Coefficients[a]						
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Standard error	Beta		
1	(Constant)	62.013	6.809		9.107	0.000
	SS	0.773	0.424	0.285	1.822	0.075
	ES	1.027	0.553	0.371	1.859	0.070
	IS	−1.618	0.767	−0.402	−20.110	0.040

Table 3: Model summary

Adjusted R²	Standard error of the estimate	Change statistics					Durbin-Watson
		R² Change	F Change	df1	df2	Sig. F change	
0.125	6.14695	0.180	3.293	3	45	0.029	2.451

[a]Predictors: (Constant), IS, SS, ES, [b]Dependent variable: OCB

transformational leadership, social skills and emotional stability leader leadership (Krishnan and Arora, 2008); cultural influence employee perceptions and OCB (Kwantes et al., 2008); standardization work is able to explain the variance OCB (Chen et al., 2009); communication impact on OCB (Kandlousi et al., 2010); emotional intelligence which is owned by the manager affects all dimensions of OCB but the effect was not significant (Korkmaz and Arpacı, 2009). There are many other studies that examine the factors that influence the OCB. So in this study, adjusted R² that only 12.5% considered reasonable because many other factors that can affect the OCB in addition to employee satisfaction.

The results showed that the sense of friendship, respect, treatment respectful of co- workers, job security, benefits that employees receive, freedom in work, salary received, a chance to get a job full of challenges, the opportunity to learn something new, and take part in an important decision, all these things have influenced the attitude of the employees OCB Islamic Bank Bangka. It is important for the leadership of the bank is to pay attention to these factors. Employees are satisfied in their work because of the financial guarantees and sosil of the bank.

In part of theorical background research has revealed that many of the factors that influence job satisfaction, in addition to SS, ES, and IS (Schnake, 1983) such as POS and LMX (Shaukat et al., 2012), affective and cognitive factors affecting the measurement of job satisfaction (Moorman and Byrne, 2005); the work itself, the amount of salary, the attention of supervisors, employment promotion and co-workers affects job satisfaction (Luthans 2011). Personal factors, factors inherent in the job and controllable by management affect employee satisfaction (Islam et al., 2011).

5. CONCLUSIONS

There is no difference in the behavior of OCB for permanent employees and contract employees at Bangka Islamic Bank, Bangka Belitung Islands. Job satisfaction and significant positive effect on the attitude of OCB.

Implications for leadership, need to pay attention to IS, which is one of the dimensions of employee job satisfaction, because IS and

a significant negative impact on OCB. Opportunity for themselves and doing new things given by the head must observe the principle of fairness and appropriateness. For the next researchers, especially those that focus on employment status, job satisfaction and OCB must test at other banks that do not is based on Islamic and with a larger sample.

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