

THE RELATIONSHIP OF JOB SATISFACTION AND SUPERIOR AND SUBORDINATE EXCHANGES WITH CITIZENSHIP BEHAVIOR IN THE ORGANIZATION OF DIRECTORATE EMPLOYEES LPP TVRI FINANCE HEAD OFFICE

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ABSTRACT

This research is a quantitative research that aims to examine the relationship between job satisfaction and exchange between superiors and subordinates with citizenship behavior in the organization among employees of the Finance Directorate of LPP TVRI Head Office. The population in this study was 87 employees. The sampling technique in this research is the Saturated Sampling Technique. The data collection method uses scales, namely the scale of citizenship behavior in organizations, the scale of job satisfaction, and the scale of exchange between superiors and subordinates. Based on the results of data analysis, there is a positive relationship between job satisfaction and citizenship behavior in organizations and there is also a positive relationship between exchange between superiors and subordinates and citizenship behavior in organizations. It can be concluded that there is a relationship between job satisfaction and exchange between superiors and subordinates with citizenship behavior in the organization among employees of the Finance Directorate of LPP TVRI Head Office.

Keywords: Citizenship Behavior in Organizations, Job Satisfaction, and Exchange between Superiors and Subordinates.

INTRODUCTION

In an organization, it is very important to encourage the behavior of individual employees who are able to try productively to complete their work. This behavior not only includes in-role, namely working according to standard job descriptions, but also extra-role, namely providing greater loyalty to the institution. Because basically employees are an important asset for the institution who can make a big contribution to the institution itself. This means that the better the employee's performance, the better the performance of the institution itself as a whole. In an organization, the existence of human resources plays an important role in improving employee performance, success and effectiveness.

One of the factors that is an important requirement that every employee must have today is having strong or high citizenship behavior in the organization or in English organizational citizenship behavior (OCB).

According to Organ 1988 in (Zeinabadi 2010) citizenship behavior in organizations is the behavior of individuals who have the freedom to choose, are not directly or explicitly recognized by the formal reward system, and overall encourage the effectiveness of organizational functioning. By statement, we mean that the behavior is not a mandatory requirement of the role or job description, such as a clearly defined description of the job duties of the person's employment contract with the company but that the behavior is more a matter

of personal choice of wanting to help a co-worker/ help do work outside the mandatory job desk.

The Public Television Broadcasting Institution of the Republic of Indonesia or commonly known as LPP TVRI. LPP TVRI was the first television station to broadcast on the small screen on August 24 1962, by broadcasting the opening of the IV Asian Games in Jakarta. Until now, TVRI still exists as a Public Broadcasting Institution (LPP) since August 24 2005. Based on Law of the Republic of Indonesia Number 32 of 2002 concerning broadcasting, TVRI is designated as a Broadcasting Institution in the form of a legal entity established by the state, independent and neutral, is not commercial and functions to provide services for the benefit of the community.

Through observations and interviews with several employees of the Directorate of Finance, it shows that they are ready if they have to do work outside of the assigned job desk. Employees also often have to go home late if there is work that must be completed according to the agreed deadline. Sometimes they often carry out overtime suddenly according to orders from their superiors, but they are ready when this becomes a task that they have to do.

Organizational Citizenship Behavior (OCB) or in Indonesian is citizenship behavior in organizations. According to Jahangir, Akbar and Haq (2014) citizenship behavior in organizations is influenced by job satisfaction & organizational commitment, perception of the role of leadership behavior & exchange between superiors and subordinates, perception of fairness, individual disposition, motivation theory, employee age.

In connection with the above factors of citizenship behavior in organizations, job satisfaction is very influential in increasing citizenship behavior in organizations in an organization. Job satisfaction according to Schermerhorn (2010) defines job satisfaction more as the extent to which an individual feels positive or negative about the job itself.

Apart from job satisfaction, there is Leader Member Exchange (LMX) or in Indonesian it is called an exchange between superiors and subordinates. According to Achua and Lussier (2013), natural exchange relationships between superiors and subordinates from an economic perspective are characterized by mutual trust, loyalty to one another, and mutual respect. Similar to George's opinion, J.M (2012) explains the exchange between superiors and subordinates as leader-subordinate exchange, which is a theory that describes the type of relationship between superiors and subordinates who give and receive each other.

Based on the description above, the author is interested in conducting research on "The Relationship between Job Satisfaction and Exchanges between Superiors and Subordinates with Citizenship Behavior in Organizations".

FORMULATION OF THE PROBLEM

Based on the description above, the problem formulation that can be put forward is as follows:

1. Is there a relationship between job satisfaction and citizenship behavior in the organization among employees of the Finance Directorate of LPP TVRI Head Office?
2. Is there a relationship between superior and subordinate exchanges on citizenship behavior in the organization among employees of the Finance Directorate of LPP TVRI Head Office?
3. Is there a relationship between job satisfaction and exchange between superiors and subordinates on citizenship behavior in the organization among employees of the Finance Directorate of LPP TVRI Head Office?

RESEARCH PURPOSES

Research Objectives Based on the existing problems, the objectives to be achieved in this research to be tested are:

1. To examine the relationship between job satisfaction and citizenship behavior in the organization among employees of the Finance Directorate of LPP TVRI.
2. To examine the relationship between superior and subordinate exchanges on organizational behavior in the organization among employees of the LPP TVRI Directorate.
3. To examine the relationship between job satisfaction and exchange between superiors and subordinates with organizational behavior in the organization among employees of the Finance Directorate of LPP TVRI Head Office.

Citizenship Behavior in Organizations

Organizational Citizenship Behavior (OCB) or in Indonesian is Citizenship Behavior in organizations, and further in this research researchers will use the term citizenship behavior in organizations. An organization will be successful if its employees can work together well and are not only focused on their job desk but are willing to voluntarily do things outside their job desk, such as always trying their best, helping each other among employees, and actively participating.

Citizenship behavior in organizations is voluntary behavior carried out by individuals and supports task performance in the workplace, but is not explicitly recognized in the company's formal reward system (Podsakoff 2009 in Wulan, Junaedi 2020).

This was also conveyed by Organ and Paine in (Komalasari, 2009), Citizenship behavior in organizations is defined as the behavior of someone who volunteers to carry out a task. This voluntary behavior is not directly influenced by the formal reward system, although it can provide positive things for the running of the organization.

Another opinion was also expressed by W. L. Gore in Timothy, (2019) employees who excel beyond expectations in helping each other, recognizing colleagues, and doing more than their job responsibilities are usually called citizenship behavior in organizations.

There are five aspects of citizenship behavior in organizations according to Organ, Podsakoff, and Mackenzie (2006), namely: Altruism Awareness, Policy, Supportive Attitude and Politeness.

JOB SATISFACTION

According to Handoko (2001) job satisfaction is an employee's opinion about whether or not he is satisfied with his work. This feeling can be seen from the employee's good behavior towards his work and everything that has happened and experienced in the work environment.

In line with the opinion above according to Aziri (2011) job satisfaction is a negative and positive feeling in the employee's perception of the work they face, namely feelings of achievement and success in work, job satisfaction, high means that employees feel happy and comfortable with the conditions of the organizational environment and are appreciated for their hard work.

This was also conveyed by Wexley and Yukl in (Indrasari 2017) who stated that job satisfaction is the way a person feels about themselves or their work. This shows that job satisfaction is a feeling that is supportive or unsupportive within oneself which is related to the job or conditions

felt. There are 5 dimensions of job satisfaction by Munandar 2004 in (Indrasari 2017), namely: Satisfaction with the job itself. Opportunities for salary, promotional opportunities, satisfaction with coworkers, satisfaction with superiors.

TOP AND BOTTOM EXCHANGE

Exchange of superiors with subordinates or what is commonly known in English as Leader Member Exchange (LMX).

In contrast to the opinion of Shore & Shapiro (2017), the attitudes and behavior of organizational members depend on various exchanges between subordinates and superiors, and therefore, to change subordinates' perceptions and attitudes towards institutions, it is necessary to understand the exchange relationships that exist between them.

The superior-subordinate exchange is between a superior and his subordinates, and this relationship requires an appreciation of their personal values that energizes and is capable of achieving shared goals and results. These values shape the entire personality and influence the choices people make about various things. They are their energy and time, Posner and Schmidt, 1992 in (Tuzlukaya, 2019).

Meanwhile, another opinion also expressed by Wech, 2002 (in Chen 2008) shows that the relationship between superiors and subordinates will develop to reflect mutual respect and trust between superiors and subordinates. Therefore, exchanges between superiors and subordinates influence emotions, loyalty and contribution. A good relationship consists of trust, mutual respect, and mutual respect.

Liden and Maslyn (1998) have developed four dimensions of superior-subordinate exchange, namely Affect, Loyalty, Contribution, Professional Respect.

METHOD

The population in this study was 87 employees of the financial directorate of LPP TVRI Head Office. The sampling technique in this research is the Saturated Sampling Technique. The data collection method uses scales, namely the scale of citizenship behavior in organizations, the scale of job satisfaction, and the scale of exchange between superiors and subordinates. For the Citizenship Behavior Scale in organizations, 10 valid items were obtained, consisting of 6 favorable and 4 unfavorable. Meanwhile, 10 other items were declared invalid. On the Job Satisfaction Scale, 16 valid items were obtained, consisting of 7 favorable and 9 unfavorable, while 4 other items were declared invalid. The Superior-Subordinate Exchange Scale has 16 items in all. Based on the different power test of the Exchange Scale between superiors and subordinates, 14 valid items were obtained, consisting of 8 favorable and 6 unfavorable, while 2 items were declared invalid.

RESULTS AND DISCUSSION

The results showed a positive relationship between job satisfaction and citizenship behavior in the organization. This means that employees who have a high level of job satisfaction will have high levels of citizenship behavior in the organization and conversely, employees who have a low level of job satisfaction will have low levels of citizenship behavior in the organization.

The results of this research are in line with research conducted by Vertical Line & Ugung Dwi in 2014 on employees of Muhammadiyah University, Purwokerto. This research used as subjects 53 employees who worked at UMP. The results of Vertikallini & Ugung's research

show that the direction of the relationship is positive if job satisfaction is high then citizenship behavior in the organization for employees will be high, likewise if the lower job satisfaction then citizenship behavior in the organization for employees will also be lower or it can be concluded that there is a relationship between Job satisfaction with citizenship behavior in the organization among employees at Muhammadiyah University, Purwokerto.

Based on the results of the second data analysis in research using the Bivariate Correlation method on 87 subjects, the results showed a positive relationship between exchanges between superiors and subordinates and citizenship behavior in the organization among employees of the Finance Directorate of LPP TVRI. This means that the higher the level of exchange between superiors and subordinates, the higher the level of citizenship behavior in the organization and conversely, employees who have a low level of exchange between superiors and subordinates will have low levels of citizenship behavior in the organization.

This is in line with the results of previous research conducted by Aprilia, Prasetyo in 2016, conducted on employees of the Cabin Maintenance Services Unit of Pt. Gmf Aeroasia. The subjects in this research were 80 employees of PT GMF AeroAsia. The results of Aprilia and Prasetyo's research show that there is a significant positive relationship between leader member exchange and organizational citizenship behavior in employees of PT's cabin maintenance services unit. GMF AeroAsia.

Based on the results of the analysis of regression data using the enter method, it can be seen that the R square value is 0.369, therefore it can be concluded that job satisfaction and exchange between superiors and subordinates contribute to citizenship behavior in the organization by 36.9%, while the remaining $100\% - 36.9\% = 63.1\%$ involved other factors outside of this research.

From the results of regression analysis using the stepwise method, to find out how much the variable contributes simultaneously to the dependent variable and the contribution of each independent variable. It was found that the contribution of job satisfaction and exchange between superiors and members to citizenship behavior in the organization was 36.9%. Job satisfaction contributed 36.1% with a square result of 0.361 to citizenship behavior in the organization and exchange between superiors and members contributed 0.8%. These results indicate that the job satisfaction variable makes a greater contribution than exchanges between superiors and members to citizenship behavior in the organization for employees of the finance directorate of LPP TVRI.

CONCLUSION

Based on the results of the data analysis and discussion described in the previous chapter, the following conclusions can be drawn:

1. There is a fairly strong positive relationship between job satisfaction and citizenship behavior in the organization among employees of the Finance Directorate of LPP TVRI Head Office.
2. There is a fairly strong positive relationship between exchanges between superiors and subordinates and citizenship behavior in the organization among employees of the Finance Directorate of LPP TVRI Head Office.
3. There is a fairly strong positive relationship between job satisfaction and exchange between superiors and subordinates and citizenship behavior in the organization among employees of the Finance Directorate of LPP TVRI Head Office.

SUGGESTION

Based on the conclusions and implications of the research results, the author provides the following suggestions:

1. Theoretical Suggestions

It is hoped that further research that wishes to discuss this topic can add other variables which are thought to provide factors that influence citizenship behavior in organizations in order to broaden and enrich insight into citizenship behavior in organizations. It is also hoped that future researchers will be advised to use a wider range of research subjects in order to get even better results.

2. Practical Advice

In general, it is recommended that institutions maintain employee performance, so that employees maintain their performance. Efforts are made to continue to pay attention to things that can improve citizenship behavior in the organization, such as by providing supporting facilities, providing training to employees and providing a good environment for employees so that job satisfaction can be fulfilled. Efforts are also made to continue to increase the sense of trust, maintain good communication and good social exchanges to improve relationships between superiors and subordinates, so as to increase high profitability for the company.

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