

The Influence of Job Satisfaction on Organizational Citizenship Behavior through Mediating Resilience in Millennial Workers

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ARTICLE INFO	ABSTRACT
Received: November 2023 Accepted: November 2023 Published: December 2023	Organizational citizenship behavior (OCB) is one of the important aspects that the millennial generation needs to have because it is related to organizational effectiveness. This research is aimed at finding out the magnitude of the influence that job satisfaction has on OCB through the mediation of resilience. Respondents were 100 millennial workers in Indonesia where the sample was selected using convenience sampling. This research is quantitative cause and effect using the PLS SEM data analysis method. Data collection was carried out using a Google form which was distributed via various social media such as WhatsApp, LinkedIn and Facebook. The research results found that job satisfaction had a significant positive effect on resilience. Resilience also has a significant positive effect on OCB. Job satisfaction has no direct effect on OCB. Resilience fully mediates the effect of job satisfaction on OCB. This research contributes to increasing OCB through increasing job satisfaction and resilience in millennial workers in Indonesia.
Keywords: Job Satisfaction, Organizational Citizenship Behavior, Resilience, Millennial	

INTRODUCTION

The Gallup survey institute in 2016 in its report "How Millennials Want to Work and Live" reported that 55% of the millennial generation were not attached to their work. Millennial workers are reported to have the characteristic of feeling indifferent to their jobs and companies. Millennials don't actually want to change jobs, but the company they work for doesn't give them a strong reason to stay, so when they see a better opportunity, they take the initiative to take it. Millennial workers only want to get benefits from work so they will continue to look for jobs that are suitable for them. When workers feel less connected to their work, the level of organizational citizenship behavior will also be low (Farid et al., 2019).

Based on the Indonesia Millennial Report 2020, most of the millennial generation likes to work with creative freedom, likes flexible working hours, likes working in teams, likes working from home or in a café. These characteristics make it necessary for companies or organizations that employ them to provide special treatment so that they can work optimally and not bring losses to the organization or company. Workers who cannot balance their work and life due to inflexible working hours make workers dissatisfied with their work and result in a decrease in workers' OCB levels (Heriyadi et al., 2020).

Organizational citizenship behavior is behavior that is an individual choice and initiative, not related to the organization's formal reward system but in aggregate

increases organizational effectiveness (Ali et al., 2022). OCB has an important role for millennial workers. Workers with high levels of OCB tend to have high commitment to their organization (Harwiki, 2016). When workers' OCB increases, the level of sustainability performance of workers also increases (Jiang et al., 2017). OCB has an impact on the level of performance of an organization (Das, 2021).

OCB in millennial workers is of course caused by various factors. Transformational leadership, job satisfaction, and organizational commitment were found to be the driving factors of workers' OCB (Purwanto et al., 2021). Inclusive leadership factors are able to increase OCB and the effect is greater when organizational justice and organizational learning culture are also implemented (Tran & Choi, 2019). Spiritual leadership is a determining factor in workers' OCB (Supriyanto et al., 2020). Some aspects of personality are also related to workers' OCB (Pletzer et al., 2021). Authentic leadership directly increases workers' OCB and the effect is strengthened when psychological capital is included (Sri Ramalu & Janadari, 2022). Compensation is a factor in increasing a worker's OCB (Istanti et al., 2021). Resilience triggers workers' OCB levels (Paul et al., 2016).

Based on the OCB factors that have been explained, this research aims to determine the effect of job satisfaction on OCB which is mediated by resilience in millennial workers in Indonesia.

METHOD

A quantitative cause and effect design was applied in this research. Respondents were 100 millennial workers who were selected using convenience sampling. The data collection process is via Google Form which is distributed from various social media such as Facebook, LinkedIn, WhatsApp. All statement items consist of five answer choices with a score range of one to five. The research instrument consists of 25 OCB statement items, 4 job satisfaction statement items, 6 resilience statement items where all instruments are adapted from previous research (Riyanto et al., 2023; Sapyaprapa et al., 2013; Tawil, 2022).

RESULTS AND DISCUSSION

Respondent Description

All respondents were born between 1981 and 1996 (millennial generation or Y). Respondents were 54 men (54%) and 46 women (46%). Final education level of high school/equivalent 5 people (5%), 3 people (3%) diploma, 40 people (40%) bachelor's degree, 50 people (50%) master's degree, 2 people (2%) doctorate. A total of 66 people (66%) came from the private sector, 11 people worked (11%) as state civil servants, 8 people (8%) worked in state-owned enterprises, 15 people (15%) answered other. 76 people (76%) are permanent employees and 24 people (24%) have non-permanent employee status. It could be said that the majority of respondents in this study were men and dominated by those with a final level of education, namely a master's degree, the majority worked in private companies and were permanent employees at their current place of work.

Validity Test

Table 1. Validity Test Results

Variable	AVE	Decision
JS	0.695	Valid
OCB	0.507	Valid
RES	0.638	Valid

Based on Table 1, both job satisfaction, organizational citizenship behavior (OCB) and resilience variables are declared valid because they have an average variant extracted (AVE) value ≥ 0.5 .

Table 2. OCB Outer Loadings Score

	ALT		CON		SPO		COU		CIV
ALT1	0.660	CON1	0.595	SPO1	0.678	COU1	0.668	CIV1	0.637
ALT2	0.738	CON2	0.601	SPO2	0.592	COU2	0.835	CIV2	0.829
ALT3	0.518	CON3	0.786	SPO3	0.771	COU3	0.749	CIV3	0.809
ALT4	0.562	CON4	0.838	SPO4	0.731	COU4	0.752	CIV4	0.791
ALT5	0.788	CON5	0.537	SPO5	0.671	COU5	0.784	CIV5	0.586
				SPO6	0.831				

Table 2 shows the outer loading scores for each statement item from all dimensions of the OCB variable. The magnitude of OCB outer loadings ranges from 0.518 to 0.838. All items were included in subsequent analyzes as long as the AVE value was ≥ 0.5 .

Table 3. Outer Loadings Scores for Job Satisfaction and Resilience

	JS		RES
JS1	0.813	RE1	0.757
JS2	0.789	RE2	0.728
JS3	0.852	RE3	0.852
JS4	0.878	RE4	0.770
		RE5	0.816
		RE6	0.861

Table 3 shows that the outer loadings score for job satisfaction ranges from 0.789 to 0.878, while for resilience it ranges from 0.728 to 0.861. All job satisfaction and resilience items were included in subsequent analyses.

Table 4. Diskriminant Validity

	JS	OCB	RES
JS	0.834		
OCB	0.495	0.712	
RES	0.466	0.656	0.799

Table 4 contains the results of the discriminant validity test. In the job satisfaction variable, a score of 0.834 was obtained which was greater than the scores of 0.495 and 0.466. For the OCB variable, a score of 0.712 was obtained, which

was higher than the scores of 0.495 and 0.656. On the resilience variable, a score of 0.799 was obtained, which was higher than the scores of 0.466 and 0.656. This indicates that each variable in this research has its own characteristics in measuring what it wants to measure.

Reliability Test

Reliability tests were carried out to find out how stable this research measuring instrument is when used over different time periods. The results of reliability testing will be displayed in Table 5.

Table 5. Reliability Test Results

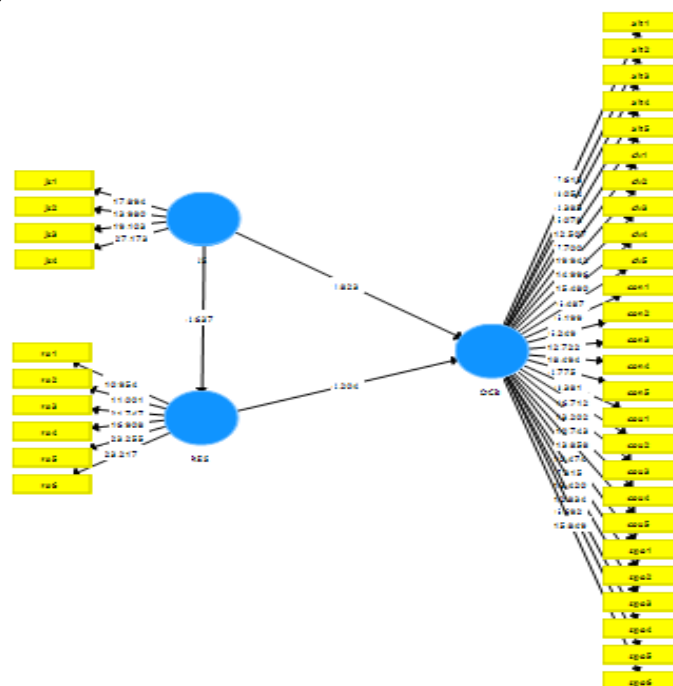
	Alfa Cronbach	Composite Reliability	Decision
JS	0.853	0.901	Reliable
OCB	0.960	0.963	Reliable
RES	0.886	0.913	Reliable

Table 5 shows the results of the reliability test where the variables job satisfaction (JS), organizational citizenship behavior (OCB), resilience (RES) each have a Cronbach's Alpha value and composite reliability above 0.7, so all research variables are considered reliable.

R Square Test

Job satisfaction contributes or explains the variation in resilience by 0.217 (21.7%). Job satisfaction and resilience contribute or explain variations in OCB of 0.476 (47.6%) and the remaining 52.4% is influenced by factors outside this research.

Path Coefficient



Picture 1. Path Coefficient

Figure 1 shows the path coefficient of the influence of the exogenous variable (job satisfaction) on the endogenous variable (OCB) and the mediating variable (resilience). A statistical T value ≥ 1.96 is considered to have a significant influence. The next explanation will be shown in Table 6.

Table 6. Hypothesis Testing

	Original Sample	T Statistics	P Value	Decision
JS ► OCB	0.241	1.823	0.068	Rejected
JS ► RES	0.466	4.637	0.000	Accepted
RES ► OCB	0.544	4.204	0.000	Accepted
JS ► RES ► OCB	0.254	2.838	0.005	Accepted

Table 6 shows the results of hypothesis testing. Job satisfaction was found to have no direct effect on OCB ($r = 0.241$; $p = 0.068$) but had a significant positive effect on resilience ($r = 0.466$; $p = 0.000$). Resilience has a significant positive effect on OCB ($r = 0.544$; $p = 0.000$). Resilience was found to fully mediate the influence of job satisfaction on OCB, which means that job satisfaction will only influence OCB when there is resilience.

Discussion

Job satisfaction was found to have a direct effect on OCB. Job satisfaction can increase OCB when mediated by the resilience of millennial workers (Table 6). The research results are supported by previous research where job satisfaction does not have a significant influence on OCB (Permatasari et al., 2017; Sudarmo & Wibowo, 2018). The research results conflict with previous research where it should be noted that when workers feel satisfied with their work, OCB will increase (Fitrio et al., 2019; Islam et al., 2014). The inconsistency of results occurs because there are connecting factors between job satisfaction and OCB such as organizational commitment (Darmawati & Indartono, 2015). When a comparison was made, it was found that there were no differences between men and women in terms of job satisfaction and OCB (Saxena et al., 2019). This indicates that gender has no influence on differences in research results.

Job satisfaction was found to have a positive effect on the resilience of millennial workers (Table 6). These results are supported by previous research where the increase in job satisfaction was balanced by an increase in worker resilience (Zheng et al., 2017). Resilience is positively related to job satisfaction and both can improve individual performance (Meneghel et al., 2016). Increasing job satisfaction is followed by increasing worker resilience, job satisfaction and resilience can reduce the level of fatigue situations due to the large amount of work in the organization (Brown et al., 2018). High levels of resilience are followed by high levels of organizational commitment, job satisfaction and perceptions of organizational climate as well as reduced levels of fatigue at work (Polat & Iskender, 2018). Job satisfaction is positively related to workplace resilience (LaGree et al., 2023).

Resilience was found to have a significant positive effect on OCB (Table 6). Resilience has a direct positive effect on OCB and will be greater when accompanied

by organizational commitment (Paul et al., 2016). Workers who are able to rise up in the face of difficulties tend to feel emotionally connected to their organization and behave more voluntarily at work than other workers (Sari & Wahyuni, 2019). A positive relationship was found between resilience and OCB and this relationship was higher in workers who had a high sense of trust in their superiors compared to those who had a low level of trust (Boakye et al., 2022). High-performance work systems improve employee service performance and organizational citizenship behavior (OCB) and this direct relationship is mediated by employee resilience (Nadeem et al., 2019).

In the end, both job satisfaction, resilience and OCB are useful in improving organizational performance (Cooper et al., 2019; Hidayah & Harnoto, 2018; Siengthai & Pila-Ngarm, 2016). It is important for policy makers to pay attention to millennial generation workers so that they are able to work optimally.

Most of the research on OCB has been conducted in the North American context suggesting the need to investigate OCB in other contexts (Das, 2021). This research expands the literature within the scope of millennial workers in Indonesia.

CONCLUSION

The results of this study conclude that job satisfaction has no direct effect on OCB. Job satisfaction has a significant positive effect on OCB when mediated by resilience. Job satisfaction has a positive effect on resilience. Resilience has a positive effect on OCB.

Future research can use organizational commitment factors to mediate the influence of job satisfaction on OCB in millennial workers to explain inconsistent results. Companies and organizations can pay attention to job satisfaction and resilience of their workers, especially the millennial generation, in order to increase their OCB and lead to increased organizational performance.

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