



JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR MEASUREMENT MODEL ON PERMANENT LECTURER CASE STUDY AT PRIVATE ISLAMIC UNIVERSITY IN MEDAN CITY

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Abstract

This study aims to find out how to measure job satisfaction and organizational citizenship behavior for permanent lecturers, a case study at a private Islamic university in Medan at a private Islamic university in Medan. While the specific objectives are 1). Identifying the level of Job Satisfaction of lecturers at the Private Islamic University in Medan City, 2). Studying the factors that affect the Job Satisfaction of lecturers at a private Islamic University in Medan City. The study population was all permanent lecturers at private Islamic universities in Medan, namely Muhammadiyah University of North Sumatra, Islamic University of North Sumatra, Muslim Nusantara University Al-Washliyah, Al-Washliyah University and Al-Azhar University. However, in this study it is only limited to Islamic universities owned by the Islamic Foundation (Islamic Organization), namely UMSU and UMN, totaling 425 permanent lecturers who have functional positions as Expert Assistant, Lector and Head Lector. The sampling technique in this study was carried out using a proportional random sample or proportional random sampling and obtained as many as 219 people. The data analysis method used in this research is the Structural Equation Model method. The results of this study indicate that Spiritual Leadership, Self Efficacy, Locus of Control affect Organizational citizenship behavior. Spiritual Leadership, Self Efficacy, Locus of Control affect Job Satisfaction. Spiritual Leadership has an effect on Job Satisfaction through Organizational citizenship behavior. Self Efficacy has an effect on Job Satisfaction through Organizational citizenship behavior. Locus of Control has an effect on Job Satisfaction through Organizational citizenship behavior

Keywords: *Organizational Citizenship Behavior, Job Satisfaction*

1. INTRODUCTION

The most important component in the higher education system in Indonesia apart from students and employees is lecturers. Lecturers have roles, duties, and responsibilities in improving human quality and educating the nation's life. Seeing this role, every lecturer is required to always improve themselves and have high performance. At present, much attention has been paid to the performance of lecturers by providing training, conducting comparative studies, attending workshops or the like, and also providing opportunities to improve education to a higher level. Talking about the performance of lecturers, it is always related to the culture of behavior within the organization itself. Organizational citizenship behavior (OCB) is a positive behavior of organizational members

Extra role behavior or also known as Organizational Citizenship Behavior (OCB). OCB is an individual contribution that exceeds the demands of the role in the workplace. This OCB involves several actors including helping others, volunteering for extra tasks, obeying the rules and procedures in the workplace. OCB is discretionary behavior that is explicitly or indirectly recognized by the formal system, and in aggregate functions effectively and efficiently in an organization. OCB also describes forms of prosocial behavior consisting of positive, constructive and meaningful social behavior to help. In universities that have a complex task and environment, it

is very necessary for the extra role of lecturers in carrying out their duties, not just “in-role” roles. Someone who has a high level of OCB will have loyalty and devotion to the college.

Leaders play an important role in shaping OCB. Leadership is an important factor that determines employee performance and organizational ability to adapt to environmental changes. Effective leadership must provide direction to the efforts of all workers in achieving organizational goals. Without leadership, the relationship between individual goals and organizational goals may become unidirectional. This situation will lead to a situation where an employee works only to achieve his personal goals, while the entire organization becomes inefficient in achieving its goals. Leadership is an inherent ability of a person who leads which depends on various factors, both internal factors and external factors.

Spiritual leadership is a collection of values, behaviors, and habits that are important ingredients to motivate someone and others from within themselves. Spiritual leadership is leadership that forms the values, attitudes, behaviors needed to motivate oneself and others with intrinsic motivation so as to achieve a sense of spiritual survival. One of the things related to the effectiveness of a leadership in the workplace, can not be separated from a spiritual value. Therefore, it is important to instill spiritual moral values in all employees. Leadership creates a work environment where individuals are motivated, inspired, challenged, and feel successful.

In addition to leadership, good performance criteria require employees to behave according to company expectations, but companies must also pay attention to aspects that can make employees survive, feel comfortable with their work conditions and environment and locus of control. Every individual has beliefs and perceptions of everything that affects him. This belief is called the locus of control. Locus of control is a generalized belief that a person can or cannot control his own destiny, namely the belief that a person can or cannot control his own destiny.

In addition, employees who feel job satisfaction can also increase their cooperation. Job satisfaction also has an important meaning for employee self-actualization. Employees who do not get job satisfaction will not reach psychological maturity. Employees who get good job satisfaction usually have a good record of attendance, work turnover and work performance compared to employees who do not get job satisfaction. Job satisfaction has a very important meaning to provide a conducive situation in the company environment so that the resulting employee performance is more optimal. Thus, leadership training, promotion, and job satisfaction have an influence on employee performance

Job satisfaction is a feeling that is felt by every employee in carrying out all his work, where feelings are happy about his work or not happy with his work. Job satisfaction will be seen from the performance produced by each employee. When the performance is good, it indicates that the person is satisfied with his job.

organizational citizenship behavior, where organizational citizenship behavior is still low, this can be seen from the lack of cooperation between employees in completing work where employees are more concerned with their own work without concern for other co-workers to help each other complete work voluntarily. Furthermore, in spiritual leadership where there is a lack of harmonious relationship between leaders and employees, leaders do not pay more attention to the future direction of the organization, leaders do not teach traits for self-control, and provide motivation about the importance of cooperation between employees.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is part of the science of organizational behavior, OCB is a form of work behavior that is usually not seen or taken into account. There are two approaches to the OCB concept, namely OCB is an extra role performance that is separate from in-role performance or performance according to the job description. The second approach is to view OCB from a political principle or philosophy. This approach identifies the behavior of organizational members with citizenship behavior. The existence of OCB is the impact of individual beliefs and perceptions in the organization on the fulfillment of psychological agreements and contracts. This



behavior arises because the individual feels as a member of the organization who has a sense of satisfaction when he can do something more than the organization (Saleem & Amin, 2013).

Organizational Citizenship Behavior (OCB) is an individual's contribution in exceeding the demands of the role at work and is rewarded by the achievement of task performance. Through a number of researches, OCB is believed and proven to be able to provide great benefits to organizations, including the following:(Podsakoff et al., 2010): Organizational citizenship behavior increases the productivity of co-workers., Organizational citizenship behavior increases manager productivity. behavior can be an effective means to coordinate work group activities. Organizational citizenship behavior increases the organization's ability to attract and retain the best employees, Organizational citizenship behavior increases organizational work stability, Organizational citizenship behavior increases the organization's ability to adapt to environmental changes.

The factors that influence the emergence of OCB are quite complex and interrelated with each other. according to(Novaliadi, 2012) The factors that influence OCB are as follows: organizational culture and climate, personality and mood, perceptions of organizational support, perceptions of superiors and subordinates, years of service, gender.

Job Satisfaction

Job satisfaction theory tries to reveal what makes some people more satisfied with a job than others. This theory also seeks a basis for the process of people's feelings towards job satisfaction. Basically, humans live and work wanting stability, stability, prosperity, and satisfaction. Working is not just fulfilling the necessities of life, but people will give an assessment of the results of their work which they compare with what they expect.

according to (Siagian 2014)Job satisfaction is a person's perspective, both positive and negative about his work. according to(Hasibuan 2016) Job satisfaction can be divided into three types, namely: job satisfaction inside work, job satisfaction outside work, job satisfaction combined inside and outside work

Employee job satisfaction must be created as well as possible so that work morale, dedication, love and discipline of employees increases, (Robbins, 2012) says that the factors that determine employee satisfaction are: challenging job satisfaction, appropriate rewards, supportive working conditions, co-workers supportive, personal fit for the job.

Self Efficacy

Self-efficacy theory is a key component in Cognitive Social theory or Social Learning Theory which refers to the belief that he is able to do a task and motivate himself in order to achieve the desired results. The higher the self-efficacy, the higher the confidence in the ability to succeed in a task. Self-efficacy is an individual's belief in his or her abilities in carrying out tasks or actions needed to achieve goals. A person with high self-efficacy believes they are able to do something to change the events around them, while someone who has low self-efficacy considers himself unable to do everything around him.

Self efficacydivided into three parts, namely level, strength and generality. The following are parts of self-efficacy according to:(Puspitaningsih 2016) :levels, *strength, generality* Self Efficacy can be grown and learned through four factors according to . (Feist and Feist 2010): experience of mastering something, social modeling, persuasion, emotional physical condition

Locus of Control

Theory *Crider*where the locus of control represents a person's tendency to be in control or controlled by external events. Locus of control as “generalized expectation about the internal versus external control of reinforcement.” Locus of Control is a psychological concept about people's beliefs about the extent to which they control events that affect them. Locus of control according to(Rotter, 2010) is something that is certain to contribute to the quality of performance in a person, namely the initial response as the basis for the next response

Factors that affect an individual's locus of control according to (Hamedoglu, Kantor, and Gulay 2012) namely: family, motivation, training. Meanwhile, according to (Rotter, 2010) the development of individual locus of control is influenced by various aspects, namely the physical and social environment. The first social environment for a person is the family. In this family there is an interaction between parents and children, including the cultivation of values and norms that will be passed on to their children. If the child's behavior gets a response, then the child will feel something in his environment, thus this behavior can lead to a learned motive, this is the beginning of the formation of an internal locus of control in a person. Conversely, if his behavior does not get a reaction, then the child will feel that his behavior does not have any consequences. Children are not able to determine the consequences of circumstances outside themselves that determine,

according to (Rahman 2012) the concept of locus of control (control center) is one of the personality variables. If individuals have their own perceptions that behavior and attitudes will result in positive success, internalization is shown as an internal locus of control, but if individuals have perceptions beyond their control (such as destiny or fate) then by being responsible for favorable behavior, externalities are shown as external locus. of control.

2. IMPLEMENTATION METHOD

Scientific research can also be carried out according to the scope of the type of explanation or type of scientific explanation that will be produced by a research. This study uses an explanatory research approach, which aims to explain the causal relationship between research variables and testing hypotheses.

The study population was all permanent lecturers at private Islamic universities in Medan, namely Muhammadiyah University of North Sumatra, Islamic University of North Sumatra, Muslim Nusantara University Al-Washliyah, Al-Washliyah University and Al-Azhar University. However, in this study it is only limited to Islamic universities owned by the Islamic Foundation (Islamic Organization), namely UMSU and UMN, totaling 425 permanent lecturers who have functional positions of Expert Assistant, Lector and Head Lector and have the characteristics of

The sample is part of the population that has the same characteristics as the population (Hadi, 2000). The sample is used because the population is so large, so it can save time, effort and cost. Determining the number of samples will provide accurate results according to the Slovin formula (Umar, 2003) using the following formula.

$$n = \frac{N}{1 + N e^2}$$

If the population (N) is 485 people and the error rate (e) is 5%, then the sample size (n) is:

$$n = \frac{485}{1 + 485 (0,05^2)} = 219 \text{ people}$$

The sampling technique in this study was carried out using a proportional random sample or proportional random sampling. The sample unit used a lottery technique without returns. Sampling in this study uses proportional random sampling because the population members are considered homogeneous and the sampling of population members is carried out randomly without regard to the strata that exist in the population (Sugiyono 2012). are not the same, then the sample is taken in proportion based on the number of lecturers at each university with the following formula:

$$n_i = \frac{N_i}{N} \times n$$

The following table presents the calculation of the proportion of the number of lecturers in each university, namely:



Table 1 Total Population and Sample by University

No	University	Population (people)	Sample (person)
1	UMSU	370	$370/485 \times 219 = 167$
2	UMN	115	$115/485 \times 219 = 52$
	Amount	485 people	219 people

3. RESULTS AND DISCUSSION

The Influence of Spiritual Leadership on Organizational Citizenship Behavior

Based on the results of data processing from the structural model, the output results in the form of a t-value of 3.32. The t-value shown by hypothesis 1 is greater than 1.96, so it can be concluded that the Spiritual Leadership variable has a significant positive effect on Organizational Citizenship behavior. Thus, hypothesis 1 can be accepted and it can be concluded that the higher the Spiritual Leadership perceived by the respondent, the better the Organizational Citizenship behavior will be.

This shows that the better the spiritual leadership, the better *Organization Citizenship Behavior* at the Islamic private university in the city of Medan will be better. Where leaders provide direct motivation to their employees in doing work, leaders are high in providing direction to each employee in doing work so that employees will always work together to get the job done. Spiritual leadership is a collection of values, attitudes and behaviors needed to intrinsically motivate themselves and others, so that each member of the organization has a feeling of spiritual survival through membership and skills.

The Influence of Spiritual Leadership on Job Satisfaction

Based on the results of data processing from the structural model, the output results in the form of a t-value of 1.97. The t-value shown by hypothesis 2 is greater than 1.96, so it can be concluded that the Spiritual Leadership variable has a significant positive effect on Job Satisfaction. Thus, hypothesis 2 can be accepted and it can be concluded that the higher the Spiritual Leadership perceived by the Respondents, the better Job Satisfaction will be.

This shows that with the increase in spiritual leadership at Islamic private universities in the city of Medan, job satisfaction will increase. Where with leaders who provide motivation and provide direct direction to their employees so that employees are more enthusiastic in doing work so that employees will be more satisfied.

A person can learn and develop himself to be an effective leader, not depending on the traits that have been attached to him. So a leader is not born to be a leader, but to be a leader can be learned from what effective leaders do or from experience

The Influence of Self Efficacy on Organizational Citizenship Behavior

Based on the results of data processing from the structural model, the output results in the form of a t-value of 2.78. The t-value shown by hypothesis 3 is greater than 1.96, so it can be concluded that the Self Efficacy variable has a significant positive effect on Organizational Citizenship behavior. Thus, hypothesis 3 can be accepted and it can be concluded that the higher the Self Efficacy perceived by the Respondents, the better Organizational Citizenship behavior will be.

This shows that with increasing spirituality at Islamic private universities in Medan, the OCB of employees will increase where individuals who have confidence that they are able to do their jobs successfully will feel happier with their jobs, compared to individuals who are afraid that they might fail. Fear of failure will make individuals experience feelings of helplessness, compared to individuals who are confident that they are competent so that employees will establish good cooperation between employees in doing work. Individuals with high self-efficacy are more

involved, more responsible, enjoy more, and are happier with the work they are responsible for. This situation reflects a strong self-assessment of self-competence.

The Influence of Self Efficacy on Job Satisfaction

Based on the results of data processing from the structural model, the output results in the form of a t-value of 2.69. The t-value shown by hypothesis 4 is greater than 1.96, so it can be concluded that the Self Efficacy variable has a significant positive effect on Job Satisfaction. Thus, hypothesis 4 can be accepted and it can be concluded that the higher the respondent's perceived self-efficacy, the better job satisfaction will be.

This shows that with the more effective the self-efficacy of employees at Islamic private universities in the city of Medan, job satisfaction will increase. Where with employees who are able to solve their work problems, employees will be more happy in doing their jobs so that the work of employees can be completed on time so that employees will be more satisfied.

The better the application of self-efficacy, the employee's job satisfaction increases where when individuals experience pleasure at work, they will do other work outside of their perceived role or obligation.

The Effect of Locus of Control on Organizational Citizenship Behavior

Based on the results of data processing from the structural model, the output results in the form of a t-value of 3.49. The t-value shown by hypothesis 5 is greater than 1.96, so it can be concluded that the Locus of control variable has a significant positive effect on Organizational Citizenship behavior. Thus, hypothesis 5 can be accepted and it can be concluded that the higher the locus of control perceived by the respondent, the better the organizational citizenship behavior will be.

This shows that with the better self-control carried out at Islamic private universities in the city of Medan, the OCB of employees will be higher, where employees will show a more responsible attitude and have high initiative in doing work so that employees will prioritize cooperation between employees. to get the job done.

Employees with a high level of internal control will show behavior that has more initiative in achieving goals, is more responsible in building an organizational learning culture, is more helpful to other employees at work, is more disciplined and is more sensitive to information that develops in the environment.

The Effect of Locus of Control on Job Satisfaction

Based on the results of data processing from the structural model, the output results in the form of a t-value of 2.69. The t-value shown by hypothesis 6 is greater than 1.96, so it can be concluded that the Locus of control variable has a significant positive effect on Job Satisfaction. Thus, hypothesis 6 can be accepted and it can be concluded that the higher the locus of control perceived by the respondent, the better job satisfaction will be.

This shows that the more effective the Locus Of Control at Islamic private universities in the city of Medan, the higher the job satisfaction of employees. Where with good self-control possessed by employees, employees will be more easily satisfied with the results of their work so that employees will be more effective in doing their jobs.

Locus of control is part of social learning theory that concerns personality and represents general expectations about the factors that determine success, praise, and punishment in one's life. (Pervin, Cervone, and John 2010).

The Effect of Organizational Citizenship Behavior on Job Satisfaction

Based on the results of data processing from the structural model, the output results in the form of a t-value of 2.68. The t-value shown by hypothesis 7 is greater than 1.96, so it can be concluded that the variable Organizational Citizenship behavior has a significant positive effect on



Job Satisfaction. Thus, hypothesis 7 can be accepted and it can be concluded that the higher the Organizational Citizenship behavior perceived by the Respondents, the better Job Satisfaction will be.

OCB is an employee's behavior that contributes more than the demands of his job, while job satisfaction is a positive emotional state that comes from an appraisal of one's job or work experience. OCB is important for the success and sustainability of the company, so OCB needs to be raised and improved. Job satisfaction is an employee's perception of their work, therefore someone's job satisfaction will be different from others. Job satisfaction can be described by many indicators, such as salary suitability, work facilities, relationships with coworkers, employee opportunities for advancement, supervision by leaders and also the work itself.

The Influence of Spiritual Leadership on Job Satisfaction Through Organizational Citizenship Behavior

The influence of Spiritual Leadership has an effect on Job Satisfaction through the variable Organizational Citizenship behavior, which refers to the table and the output value of tcount is 2.09 which is greater than 1.96, and the weight of the effect is 0.07. which means that Organizational Citizenship behavior can positively mediate the influence of Spiritual Leadership on Job Satisfaction with a weight of 0.07.

Leadership is the activity of influencing individuals within the organization or company to achieve organizational goals, without neglecting the welfare of the individuals in it. Companies that do not expect failure to manage their companies should pay attention to the existing leadership.

Spiritual leadership is a form of leadership that is still a concern, where this type of leadership a leader must be able to channel his vision and be able to build a culture through the values of altruistic love for his employees. This is done to be able to realize engagement and generate motivation that can improve employee welfare without significant sacrifice.

The Influence of Self Efficacy on Job Satisfaction Through Organizational Citizenship Behavior

The influence of Self Efficacy has an effect on Job Satisfaction through the variable Organizational Citizenship behavior, which refers to the table and the output value of tcount is 1.98 which is greater than 1.96, and the weight of the effect is 0.05. which means that Organizational Citizenship behavior can positively mediate the influence of Self Efficacy on Job Satisfaction with a weight of 0.05.

The better the application of self-efficacy, the employee's job satisfaction increases where when individuals experience pleasure at work, they will do other work outside of their perceived role or obligation.

Self efficacy people who are high tend not to give up easily when faced with work difficulties. However complex the tasks and work that must be done, people with high self-efficacy will tend to be motivated to be able to complete, there is no motivation to leave their job or organization just because of difficulties or obstacles in carrying out their duties and work.(Subagyo 2014).

The Effect of Locus of Control on Job Satisfaction Through Organizational Citizenship Behavior

The influence of Locus of control has an effect on Job Satisfaction through the variable Organizational Citizenship behavior, which refers to the table and the output value of tcount is 2.28 which is greater than 1.96, and the weight of the effect is 0.10. which means that Organizational Citizenship behavior can positively mediate the influence of Locus of control on Job Satisfaction with a weight of 0.10

Locus of control is part of social learning theory that concerns personality and represents general expectations about the factors that determine success, praise, and punishment in one's life. (Pervin et al. 2010).

Locus of control to give a positive and significant influence on job satisfaction. because locus of control is a personality attitude that is owned by every employee. The high locus of control owned by employees can increase job satisfaction of these employees (Narendra 2018).

Employees with a high level of internal control will show behavior that has more initiative in achieving goals, is more responsible in building an organizational learning culture, is more helpful to other employees at work, is more disciplined and is more sensitive to information that develops in the environment.

4. CONCLUSION

1. *Spiritual Leadership* influence on organizational citizenship behavior in Islamic private university lecturers in Medan City
2. *Self Efficacy* influence on organizational citizenship behavior in Islamic private university lecturers in Medan City
3. *Locus of Control* influence on organizational citizenship behavior in Islamic private university lecturers in Medan City
4. *Spiritual Leadership* influence on Job Satisfaction on Islamic private university lecturers in Medan City
5. *Self Efficacy* influence on Job Satisfaction on Islamic private university lecturers in Medan City
6. *Locus of Control* influence on Job Satisfaction on Islamic private university lecturers in Medan City
7. *Organizational citizenship behavior* influence on Job Satisfaction on Islamic private university lecturers in Medan City
8. *Spiritual Leadership* influence on Job Satisfaction through organizational citizenship behavior in Islamic private university lecturers in Medan City
9. *Self Efficacy* influence on Job Satisfaction through organizational citizenship behavior in Islamic private university lecturers in Medan City
10. *Locus of Control* influence on Job Satisfaction through organizational citizenship behavior in Islamic private university lecturers in Medan City

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