

The influence of organization citizenship behavior (OCB) and job satisfaction on performance employees of airnav indonesia at Juanda International Airport

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ABSTRACT

This study aims to analyze the impact of Organization Citizenship Behaviour (OCB) and job satisfaction on employee performance at Juanda Airport. Using a field research method with a quantitative approach, this study involved 22 employees as samples taken from the Juanda Airport employee population. The results of data analysis using multiple linear regression analysis show that OCB and job satisfaction significantly contribute to improving employee performance. The results of these findings provide implications that management at Juanda Airport can strengthen organizational performance by encouraging participation in OCB and increasing employee job satisfaction. This research contributes to the understanding of the factors that influence employee performance in the work environment, especially in the context of services in the airport sector.

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1. INTRODUCTION

In a company, human resources play a very important role in the implementation of the success of a company (Susan, 2019). Therefore, quality human resources are needed, through the Human Resource (HR) division must be selective in selecting the right prospective employees and developing employees with potential so that the company is optimally productive (Apriliana & Nawangsari, 2021). To deal with the swift development of technology, organizations can no longer stand idly by because it is certain to be crushed by the times, in this era the availability of highly capable human resources is very necessary (Purnama et al., 2020). Human resources are a potential possessed by each individual in realizing something as a social being, namely the potential of the thinking power and physical power possessed by an individual, behaving as influenced by his heredity and environment and working because motivated by his desire to fulfill his satisfaction (Yuwono et al., 2023). Technological advances in the world of aviation are dynamic and move very quickly. The world of aviation, which is closely related to technology, demands an environment that adheres to principles (Sudarmanto & Hermawan, 2023). It demands order in a very detailed work

procedure and high discipline without tolerance (Rahawarin & Jumlad, 2022). The main characteristic in aviation is effectiveness that refers to the rules, regulations, procedures, provisions, laws and references that apply (Sugeng & Suryadi, 2023). The world of aviation demands uncompromising discipline and high discipline cannot be enforced without continuous close supervision (Harifa et al., 2022). This aims to improve flight safety efforts while demanding adequate knowledge from employees, one of which is the air traffic controller as one of the positions in the operations division at Airnav Indonesia Surabaya branch. Airnav Indonesia Surabaya branch is one of the companies that is very concerned about improving employee work. Achieve improved employee performance, some of the ways taken are by conducting training, socialization, workshops and briefings for employees (Putri & Prokosawati, 2022). In an effort to improve employee competence in every job must be linked to education and training (Samanajaya, 2023). Education and training are the basic needs of a job that can determine and connect between skills or expertise based on the actual activities carried out on the job (Saputri & Hilal, 2022). Employee education and training is an important job requirement to update a person's knowledge and skills, whereas one's knowledge and skills, while skills and knowledge based on actual work activities are detailed and routine, in order to carry out and complete work in accordance with their duties (Rahawarin & Jumlad, 2022).

Airnav Indonesia Surabaya branch also evaluates whether the training, socialization, workshops and briefings it organizes have been effective. The training, socialization, workshops and briefings that it holds have been evenly distributed to all employees and provide motivation, satisfaction and a positive influence on improving employee performance. There is a positive influence on improving employee performance (Selfiana & Widjajanti, 2023). Providing motivation to employees can encourage enthusiasm and passion for work to employees, increase employee morale and job satisfaction, increase employee productivity, maintain employee loyalty and stability of employees, increase discipline and reduce the level of employee absenteeism, create a good atmosphere and work relations, create a good working environment, and improve employee performance (Miskiani & Bagia, 2020). Employees who have a high sense of attachment to the organization or company will think about the progress or development. An organization or company, then only thinking about their personal interests without thinking about the interests or development of the organization or company (Maharani et al., 2023; Tinovitasari et al., 2017). The bond that occurs between employees and the organization or company is more cognitive or have a high emotional feeling with the organization or company. Employee performance according to Salju (2023) is an assessment process the progress of work towards achieving the goals and desires that must be achieved by employees. Employee performance is also considered as work performance or work output in both quality and quantity based on predetermined work standards achieved by employees per company. Based on predetermined work standards achieved by employees per unit of time period in carrying out their work duties in accordance with the responsibilities (Olivia, 2022).

Employees of Airnav Indonesia Surabaya Branch at Juanda airport currently have many employees who have decreased performance, many old employees are less professional in their work, and many new employees do not understand the true identity of the job (Harjanti et al., 2021). It is caused by a lack of a sense of responsibility and a lack of a sense of belonging to work, loyalty and a sense of belonging to the progress of the company must be owned by employees, as well as a lack of job satisfaction with the pressure given by the leadership making employee performance decrease (Daulay et al., 2019). The ability of employees in general seems low which ultimately results in low performance as well. Based on the results of the study with the interview method for employees of Airnav Indonesia Surabaya branch, it was found that the responsiveness of employees was not optimal, namely there were several employees who were less responsive to the needs of the company and the interests of the public, did not have priorities in carrying out tasks (Manuaba & Lestari, 2021). There are still limited qualified human resources. Limited competence of employees in carrying out their respective duties and functions, so that company targets cannot be achieved optimally (Rombe & Dongoran, 2021). Lack of coordination between service units related to one another. As a result, there is often overlap or conflicting policies between one service unit and other related service units. related service units (Tahar et al., 2022). Not yet implementing the company's vision and strategic direction clear and true regarding service quality (Juniarti & Putri, 2021). Cooperation or teamwork within the organization or company in general has not yet been seen and

visible and not yet displayed in real terms. Discipline and regularity of work employees are still low, it is evident that there are still many employees who are late for work (Yolanda et al., 2022). Employee dedication and loyalty are still low, there are even employees who are wrong in applying loyalty only to their superiors, but not to their supervisors. to their superiors, but not loyal to the vision, mission, and duties of their organization (Sanaba et al., 2022). Therefore, this study aims knowing the Influence of Organizational Citizenship Behavior (OCB) and job satisfaction on the Performance of Airnav Indonesia Employees at Airports International Juanda Surabaya.

2. RESEARCH METHOD

The research method used in the preparation of this thesis is field research. Field research is often applied to understand the institutions, culture, life experiences of communities, groups, and individuals in various aspects of life. This research adopts a quantitative approach, with the population set at employees at Juanda Airport. In this study, a sample of 22 employees was selected to represent the characteristics of the population. Data collection methods involved interviews and questionnaires, while data analysis was conducted using multiple linear regression analysis. This approach is expected to provide an in-depth understanding of the factors that influence the variables under study in the context of the work environment at Juanda Airport.



Figure 1. Research design

3. RESULTS AND DISCUSSIONS

Respondent profiles are used to make it easier for researchers to find out the characteristics of employees. In this study, an explanation of the respondent's profile according to gender is known that as many as 22 respondents, there are 10 male employees and 12 female employees. Respondents in this study were 22 employees. In the distribution of questionnaires from 22 research respondents, age was divided into eight parts and the results of the respondents' answers were as follows: Age 20-25 years as many as 6 people, age 26-35 years as many as 9 people, age 36-40 as many as 5 people and age 40 and above as many as 2 people.

How close is the relationship between the influence of Organization Citizenship Behavior (OCB) and Job Satisfaction on Juanda Airport Employee Performance, the multiple linear regression method is used and continued with statistical processing using SPSS version 25 software using an error rate of 5%.

Table 1. Regression analysis output results

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
(constant)	2.198	3.963		.555	.586
OCB	.17	.153	.649	3.762	.006
Kepuasan kerja	.367	.118	.607	3.101	.006

Based on the results of the SPSS output above, the regression equation is as follows.

$$Y = 2.198 + 0.117 X_1 + 0.367 X_2$$

From the regression equation above, it can be explained that the constant of 2,198 states that if there is no OCB value, and job satisfaction, employee performance is 2,198. The X1 regression coefficient of 0.117 states that each additional value in OCB will increase employee performance by 0.117 assuming that X2 is constant. The X2 regression coefficient of 0.367 states that each additional value in Job Satisfaction will increase employee performance by 0.367 assuming that X1 is constant.

Table 2. Coefficient of determination

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.603 ^a	.363	.288	.96375

In the calculation results obtained the Adjusted R Square value value of 0.603. This means that the influence of OCB and Job Satisfaction on Employee Performance by 60.3% and the remaining 39.7% is influenced by other factors. by other factors.

Table 3. F test result

Model	Sum of squares	df	Mean square	F	Sig.
Regression	9.010	2	4.505	4.850	.022
Residual	15.790	17	.929		
Total	24.800	19			

From the results of the SPSS output above, it is obtained F count of 4.850 with a significant level of 0.022. The value of the F table with the denominator dk ($N - K - 1 = 22 - 2 - 1 = 19$) with an error rate of 5%, the Ftable is obtained at 3.522. Therefore, Fcount (4.850) > F table (3.522) or a Significance value of 0.022 < 0.05, Ho is rejected and H1 is accepted, which means that Organization Citizenship Behavior (OCB) and job satisfaction together affect employee performance at Juanda Airport Employees. The F test picture can be seen in Figure 2 below as follows.

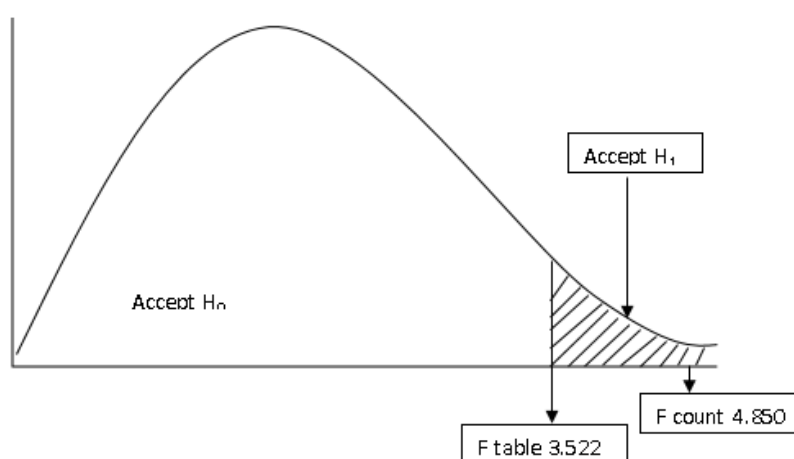


Figure 2. F test result

The results of the t test can be seen in table 1. Based on the analysis conducted using SPSS software, the t count for the Organization Citizenship Behavior (OCB) variable is 3.762, the Job Satisfaction variable is 3.101. Then the t value of b1 is 3.762 > 1.739 or the Significance value is 0.006 < 0.05, so Ho is rejected and H1 is accepted, meaning that Organization Citizenship Behavior (OCB) partially has a significant effect on Employee Performance at Juanda Airport. While the calculated t value of b2 is 3.101 > 1.739 or a significance value of 0.006 < 0.05, Ho is rejected and H1

is accepted, meaning that Job Satisfaction partially has a significant effect on employee performance at Juanda Airport. The t test can also be seen in Figure 3 below as follows.

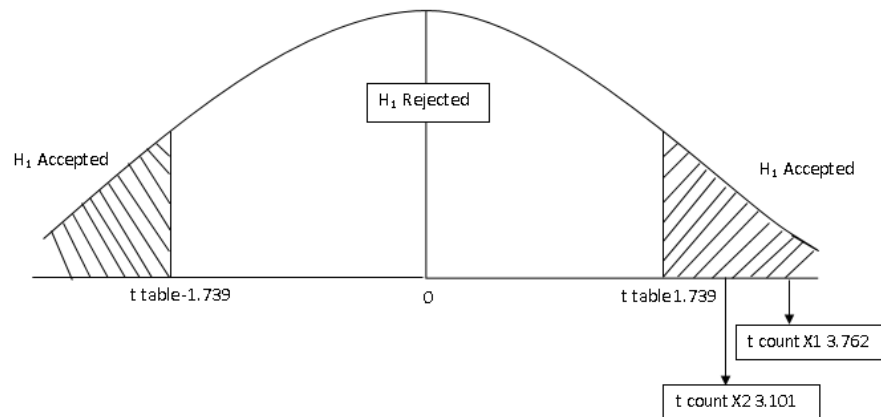


Figure 3. t test result

The discussion of Organization Citizenship Behaviour (OCB) and job satisfaction having a significant effect on employee performance at Juanda Airport has important implications in the context of human resource management. First of all, OCB reflects voluntary behavior that is not required by job roles, such as helping fellow employees or contributing to tasks that are not primary responsibilities. With high OCB, employees not only fulfill their obligations, but also make additional contributions that can increase organizational effectiveness and productivity. Second, job satisfaction has an important role in motivating employees to achieve optimal performance. Employees who are satisfied with their jobs tend to have high levels of motivation, strong loyalty to the organization, and good retention rates. Job satisfaction can also increase creativity and innovation, which in turn can contribute positively to the achievement of organizational goals, especially in a dynamic work environment such as Juanda Airport.

The success of an organization if its members not only do their main tasks, but also want to do extra tasks, such as the willingness to cooperate, help each other, provide input, play an active role, provide extra services, and want to use their work time effectively, reveals that Organization Organization input, play an active role, provide extra services, and are willing to use their working time effectively, revealing that Organization Citizenship Behaviour (OCB) as extra behavior from someone who is beneficial to the organization. beneficial to the organization. Organization Citizenship Behaviour (OCB) is also a unique aspect of individual activity at work, it agrees with research by Anwar (2021) that OCB (Organizational Citizenship Behavior) has a significant effect on employee performance. A study by Hikmah & Lukito (2021) also argues that OCB (Organizational Citizenship Behavior) has a significant effect on employee performance. get the research results that Organization Citizenship Behaviour (OCB) can affect employee performance, the higher the Organization Citizenship Behavior (OCB) on the employee, the better the the better the employee's performance. It was also discussed in research that Organization Citizenship Behaviour (OCB) has an impact on the effectiveness of an organization or company by adding a social framework in the work environment. Furthermore, factors that affect employee performance according to Azhari et al. (2021) is job satisfaction and performance have a very close relationship. Job satisfaction is a positive and optimistic emotional state over the assessment of work results and work experience, high employee job satisfaction will usually improve employee performance. Organizations that have employees with high levels of job satisfaction tend to be more productive and effective. An employee's job satisfaction is very dependent on things related to his job. Job satisfaction received and felt by an employee will affect the results obtained from his work. In research Susanto (2019) states that there is a positive and significant effect of job satisfaction on employee performance.

Furthermore, the integration between OCB and job satisfaction has a positive impact on employee performance. Employees who voluntarily participate in OCB and feel satisfied with their jobs have the potential to create a harmonious and efficient work environment. Good collaboration between employees, team support, and effective communication can have a positive impact on productivity and quality of work. However, it is important to understand that this relationship can have complex and diverse implications depending on the organizational context, corporate culture, and individual characteristics of employees at Juanda Airport. Therefore, management needs to understand these dynamics and manage OCB and job satisfaction as part of a holistic human resource management strategy. Overall, this research highlights the importance of understanding and encouraging OCB and job satisfaction as interrelated and mutually supportive elements in achieving optimal employee performance at Juanda Airport. By recognizing the important role of OCB and job satisfaction, management can take appropriate steps to improve employee productivity and well-being, while creating a positive atmosphere in the work environment.

4. CONCLUSION

Overall, this study provides a clear picture of the significant relationship between Organization Citizenship Behaviour (OCB) and job satisfaction on employee performance at Juanda Airport. The results show that high levels of OCB, which include voluntary actions and social responsibilities beyond the main duties, as well as levels of job satisfaction, have a strong positive impact on employee performance. Employees who actively participate in OCB and are satisfied with their jobs tend to show higher levels of productivity, loyalty to the organization, and additional contributions that enrich the work environment. The implication is that management at Juanda Airport may consider developing strategies that encourage OCB and paying attention to factors that can increase employee job satisfaction as key steps in improving the overall performance of the organization. Thus, the implementation of management practices that support OCB and job satisfaction can be an important pillar in creating a productive and competitive work environment at Juanda Airport.

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